

SAN FRANCISCO PUBLIC LIBRARY



3 1223 11169 2209

5 / S



San Francisco Public Library

Government Information Center
San Francisco Public Library
100 Larkin Street, 5th Floor
San Francisco, CA 94102

REFERENCE BOOK

Not to be taken from the library

3 1223 11169 2209

SAN FRANCISCO PORT COMMISSION

Leslie Katz, President
Willie Adams, Vice President
Kimberly Brandon, Commissioner
Mel Murphy, Commissioner
Doreen Woo Ho, Commissioner

Monique Moyer, Executive Director
Phone: 415-274-0400; Fax 415-274-0412

Amy Quesada, Commission Secretary
Phone: 415-274-0406; Fax 415-274-0412

AGENDA
TUESDAY, JULY 8, 2014
2:00 P.M. CLOSED SESSION
3:15 P.M. OPEN SESSION

**POR T COMMISSION HEARING ROOM, SECOND FLOOR
FERRY BUILDING, SAN FRANCISCO CA 94111**

*18/14
2.2*
The Port Commission Agenda as well as Staff Reports/Explanatory Documents available to the public and provided to the Port Commission are posted on the Port's Website at www.sfport.com. The agenda packet is also available at the Pier 1 Reception Desk. If any materials related to an item on this agenda have been distributed to the Port Commission after distribution of the agenda packet, those materials are available for public inspection at the Port Commission Secretary's Office located at Pier 1 during normal office hours.

1. CALL TO ORDER / ROLL CALL

2. APPROVAL OF MINUTES – June 10, 2014

GOVERNMENT
DOCUMENTS DEPT

3. PUBLIC COMMENT ON EXECUTIVE SESSION

JUL - 3 2014

4. EXECUTIVE SESSION

SAN FRANCISCO
PUBLIC LIBRARY

A. Vote on whether to hold closed session.

(1) CONFERENCE WITH LEGAL COUNSEL AND REAL PROPERTY
NEGOTIATOR – This is specifically authorized under California Government
Code Section 54956.8. *This session is closed to any non-City/Port
representative:

- a. Property: Pier 38, located at Delancey Street and The Embarcadero
Person Negotiating: Port: Byron Rhett, Deputy Director, Planning and
Development; Jonathan Stern, Assistant Deputy Director of Planning and
Development
*Negotiating Parties: TMG Pier 38 Partners, LLC: Michael Covarrubias

Under Negotiations: Price Terms of Payment Both

The Port and TMG Pier 38 Partners, LLC ("TMG") are negotiating a lease for the Pier 38 Bulkhead Building Rehabilitation Project. In this executive session, the Port's negotiator seeks direction from the Port Commission on factors affecting the price and terms of payment, including price structure, financing mechanisms and other factors affecting the form, manner and timing of payment of the consideration for the property interests. The executive session discussions will enhance the capacity of the Port Commission during its public deliberations and actions to set the price and payment terms that are most likely to maximize the benefits to the Port, the City and the People of the State of California.

- b. Property: Pier 31-33

Person Negotiating: Port: Byron Rhett, Deputy Director, Planning and Development

*Negotiating Parties: Frank Dean, Superintendent, Golden Gate National Recreation Area, National Park Service, U.S. Department of Interior

Under Negotiations: Price Terms of Payment Both

The Port and National Park Service are negotiating business terms for use of portions Piers 31–33 as a long-term ferry embarkation site for passenger service to Alcatraz Island. In this executive session, the Port's negotiator seeks direction from the Port Commission on factors affecting the price and terms of payment, including price structure, financing mechanisms and other factors affecting the form, manner and timing of payment of the consideration for the property interests. The executive session discussions will enhance the capacity of the Port Commission during its public deliberations and actions to set the price and payment terms that are most likely to maximize the benefits to the Port, the City and the People of the State of California.

- c. Property: Ferry Plaza Limited Partnership, a portion of the Ferry Plaza located at the Embarcadero and Market Street

Person Negotiating: Port: Susan Reynolds, Deputy Director, Real Estate; Mark Lozovoy, Deputy Director of Real Estate

*Negotiating Parties: Alfred Tom, Ferry Plaza Limited Partnership

Under Negotiations: Price Terms of Payment Both

The Port and Ferry Plaza Limited Partnership ("FPLP") are negotiating an amendment to FPLP's existing lease for the property. In this executive session, the Port's negotiator seeks direction from the Port Commission on factors affecting the price and terms of payment, including price structure, financing mechanisms and other factors affecting the form, manner and timing of payment of the consideration for the property interests. The executive session discussions will enhance the capacity of the Port Commission during its public deliberations and



Digitized by the Internet Archive
in 2015

https://archive.org/details/agendasanfranci014sanf_13

actions to set the price and payment terms that are most likely to maximize the benefits to the Port, the City and the People of the State of California.

5. RECONVENE IN OPEN SESSION

- A. Possible report on actions taken in closed session pursuant to Government Code Section 54957.1 and San Francisco Administrative Code Section 67.12.
- B. Vote in open session on whether to disclose any or all executive session discussions pursuant to Government Code Section 54957.1 and San Francisco Administrative Code Section 67.12.

6. PLEDGE OF ALLEGIANCE

7. ANNOUNCEMENTS

- A. Announcement of Prohibition of Sound Producing Electronic Devices during the Meeting: Please be advised that the ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing of or use of a cell phone, pager, or other similar sound-producing electronic device.
- B. Announcement of Time Allotment for Public Comments: Please be advised that a member of the public has up to three minutes to make pertinent public comments on each agenda item unless the Port Commission adopts a shorter period on any item.

8. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

Public comment is permitted on any matter within Port jurisdiction and is not limited to agenda items. Public comment on non-agenda items may be raised during Public Comment Period. A member of the public has up to three minutes to make pertinent public comments. Please fill out a speaker card and hand it to the Commission Secretary. If you have any question regarding the agenda, please contact the Commission Secretary at 274-0406. No Commission action can be taken on any matter raised during the public comment period for items not listed on the agenda other than to schedule the matter for a future agenda, refer the matter to staff for investigation or respond briefly to statements made or questions posed by members of the public. (Government Code Section 54954.2(a))

9. EXECUTIVE

- A. Executive Director's Report
 - Union Iron Works Historic District at Pier 70 - Officially listed in the National Register of Historic Places

- Civil Grand Jury Report "The Port of San Francisco Caught Between Public Trust and Private Dollars" June 2014
- Civil Grand Jury Report "Rising Sea Levels ... At Our Doorstep" June 2014
- Rebuilding Together's 25th Anniversary – June 26, 2014
- San Francisco Municipal Transportation Agency's Public Open House on Embarcadero Enhancement Project – July 24, 2014 at Pier 1 from 6-8 p.m.
- American Association of Port Authorities 2014 Communications Awards Program – Award of Excellence for Overall Campaign: Port of San Francisco's 150th Anniversary Campaign
- American Association of Port Authorities 2014 Communications Awards Program – Award of Excellence for Visual-Only Presentations: Port of San Francisco's 150th Anniversary Campaign

B. Commissioners' Report

10. CONSENT

- A. Request approval to issue a Request for Proposals (RFP) for an Engineering Services Contract to complete an Earthquake Vulnerability Assessment and Retrofit Alternatives Study of the Port's Seawall. (Resolution No. 14-44)
- B. Request authorization to issue a Request for Proposals for up to two Youth Employment Services Organizations to administer the Port's Youth Employment Program, with maximum term of four years in the amount of \$265,000 annually, and a total amount not to exceed \$1,060,000. (Resolution No. 14-45)
- C. Request to Award Contracts to two firms: Eagle Environmental Construction and Environmental Logistics for Hazardous Waste Disposal Services, each in the amount of \$187,500, with an initial term of three years and the Port's option to extend the term an additional year at an additional amount of \$75,000 for each contract, each contract will have a maximum amount of \$262,500, totaling \$525,000 for both contracts. (Resolution No. 14-46)

11. ENGINEERING

- A. Request authorization to award Construction Contract 2758R, Bayview Gateway Park Project, to Bauman Landscape & Construction, Inc., in the amount of \$3,667,925, and authorization for a contract contingency fund of 10% of the contract amount (or \$366,793) for unanticipated contingencies, for a total authorization not to exceed \$4,034,718. (Resolution No. 14-470)

12. PLANNING AND DEVELOPMENT

- A. Informational presentation on the *City & County of San Francisco's Draft Guidance for Incorporating Sea Level Rise into Capital Planning in San Francisco: Assessing Vulnerability, Risk, and Adaptation* (Draft SLR Guidance).

- B. San Francisco Municipal Transportation Agency informational presentation on The Embarcadero Enhancement Project to improve bicycle access on The Embarcadero, from Fisherman's Wharf to AT&T Ballpark.

13. REAL ESTATE

- A. Informational presentation regarding the Request for Proposals (RFP) for a Retail Leasing Opportunity at the Pier 29 Bulkhead Building, located at Chestnut Street and The Embarcadero.

14. NEW BUSINESS

15. ADJOURNMENT

**FORWARD CALENDAR
(TARGETED COMMISSION MEETING, SUBJECT TO CHANGE)**

AUGUST 12, 2014

	FACILITY/POLICY	ITEM	TITLE
1	Portwide	Informational	Presentation on the Fifteen-Year Review of the Waterfront Land Use Plan
2	Portwide	Informational	Presentation by the San Francisco Bay Conservation and Development Commission regarding interagency coordination with the Port of San Francisco for waterfront planning and urban design
3	Piers 30-32	Informational	Presentation on costs to maintain Piers 30-32 in current use
4	Portwide	Informational	Presentation on the Port's Year-End Contracting Activity for the Fiscal Year 2013-14
5	Portwide	Informational	Presentation on Current Operations and Expansion Potential of Water Taxi Service Along the San Francisco Waterfront
6	Pier 94/96, Pier 48/50 Marginal Pier, and Round House Building	Action	Authorization to advertise for Competitive Bids for Construction Contract No. 2769, Port Security Fences Project, Phase 4
7	Portwide	Action	Approval to Issue a Request for Qualifications for Emergency Operations Training
8	Pier 35	Action	Authorization to award Construction Contract 2765, Pier 35 Building and Roof Project

SEPTEMBER 9, 2014

	FACILITY/POLICY	ITEM	TITLE
1	Portwide	Informational	Time Certain: 4 PM - Joint Presentation by John Englander and Will Travis on Sea Level Rise
2	Portwide	Informational	Presentation by the San Francisco Planning Department regarding interagency coordination with the Port of San Francisco for waterfront planning and urban design
3	Pier 38	Informational	Presentation on Pier 38 Bulkhead Building Rehabilitation Project with TMG Pier 38 Partners, LLC, located at Delancey Street and the Embarcadero
4	Pier 80	Informational	Presentation on Cargo marketing Plan for Pier 80 in conjunction with Metro Ports and the International Longshore and Warehouse Union
5	Blue Greenway	Informational	Presentation on the status of the Port's Blue Greenway Projects

6	Pier 29	Action	Approval to issue a Request for Proposals for new tenant(s) for Pier 29 bulkhead
---	---------	--------	--

SEPTEMBER 23, 2014

	FACILITY/POLICY	ITEM	TITLE
1	Portwide	Informational	Presentation by City Controller on Best Practices for Public Works Contracts
2	Portwide	Informational	Presentation on quality of Port's office space portfolio & required improvements
3	Portwide	Informational	Presentation on Finger Pier Existing Code Analysis/Model Guidelines
4	Southern Waterfront	Informational	Presentation on the Southern Waterfront Commercial Leasing/maritime opportunities
5	Pier 31	Action	Authorization to advertise for competitive bids for Construction Contract No. 2762, Pier 31 Building and Roof Repairs
6	Portwide	Action	Authorization to issue an informal bid for a Financial Advisor Contract
7	Portwide	Action	Authorization to enter into an Architectural/Engineering Services Contract for the Completion of an Assessment of the Port's Seawall
8	Portwide	Action	Approval of changes to Port of San Francisco Tariff #5 Section 8 - Fisherman's Wharf, update regulations re: conducting non sport fishing trips, berth wait list and berth holder parking

OCTOBER 14, 2014

	FACILITY/POLICY	ITEM	TITLE
1	Portwide	Action	Authorization to enter into a contract for Youth Employment Services
2	Portwide	Action	Authorization to enter into a contract for Emergency Operations Training
3	Southern Waterfront	Action	Approval to Issue RFP for Consultant to update Southern Waterfront Environmental Impact Report

DATE TO BE DETERMINED

	FACILITY/POLICY	ITEM	TITLE
1	SWL 337	Informational	Presentation regarding a special event in excess of 90-days at Port property at Seawall Lot 337, including a review of the special event's proforma, pursuant to Lease No. L-14980 between Port and China Basin Ballpark Company, LLC.
2	South Beach	Action	Port Commission's consideration of agreements between the Port Commission and the Successor Agency to mutually terminate 13 ground leases in the South Beach project area and set business terms for the transfer of the South Beach Harbor Program
3	Piers 30-32	Informational	Presentation of alternatives for reuse of Piers 30-32
4	Pier 70	Action	Authorization to advertise for competitive bids for Construction, Crane Cove Park Project Phase 1
5	Pier 94 and 96	Action	Authorization to advertise for competitive bids for Construction, Pier 94-96 Storm Drain and Outfall repairs
6	Loading Dock near Tulare Street	Action	Authorization to advertise for competitive bids for Construction, Copra Crane Refurbishment
7	Daggett Street	Action	Approval of Memorandum of Understanding between the Port and the City's Real Estate Department authorizing the jurisdictional transfer of the Daggett Street Right-of-Way from the Port to the City for a transfer fee of \$1.6 Million
8	3rd Street & Cargo Way Triangle and Cargo Way	Action	Authorization to advertise for competitive bids for Construction, Quint Street Lead Improvement Project
9	Pier 35	Action	Authorization to advertise for competitive bids for Construction, Pier 35 Substructure Repairs
10	Pier 31	Action	Authorization to award Construction Contract No. 2762, Pier 31 Building and Roof Repairs

AUGUST/SEPTEMBER 2014
CALENDAR OF UPCOMING PORT MEETINGS – OPEN TO THE PUBLIC

DATE	TIME	GROUP	LOCATION
August 12	2:00 PM Closed Session	Port Commission	Port Commission Hearing Room at the Ferry Building
	3:15 PM Open Session	Port Commission	Port Commission Hearing Room at the Ferry Building
September 9	2:00 PM Closed Session	Port Commission	Port Commission Hearing Room at the Ferry Building
	3:15 PM Open Session	Port Commission	Port Commission Hearing Room at the Ferry Building
September 23	2:00 PM Closed Session	Port Commission	Port Commission Hearing Room at the Ferry Building
	3:15 PM Open Session	Port Commission	Port Commission Hearing Room at the Ferry Building

NOTES:

The San Francisco Port Commission meets regularly on the second and fourth Tuesday of the month at 3:15 p.m., unless otherwise noticed. The Commission Agenda and staff reports are posted on the Port's Website @ www.sfport.com. The Port Commission meetings can be viewed online at http://sanfrancisco.granicus.com/ViewPublisher.php?view_id=92. The Port Commission meetings are also broadcasted on the 2nd & 4th Thursday of the month at 9 p.m. on Comcast Cable Channel 26 or Astound Cable Channel 78 (formerly RCN Cable). Contact Amy Quesada at 274-0406 or amy.quesada@sfport.com

The Fisherman's Wharf Waterfront Advisory Group (FWWAG) meets regularly on a bi-monthly basis, on the third Tuesday of the month. The regular meeting time and place is 9:00 a.m. at Scoma's Restaurant, Pier 47 at Fisherman's Wharf. Contact Rip Malloy @ 274-0267 or rip.malloy@sfport.com

The Maritime Commerce Advisory Committee (MCAC) meets every other month, on the third Thursday of the month, from 11:30 a.m. to 1:00 p.m. @ Pier 1. Contact Jim Maloney @ 274-0519 or jim.maloney@sfport.com

The Mission Bay Citizens Advisory Committee meets on the second Thursday of the month at 5:00 p.m. in the Creek Room at Mission Creek Senior Building located at 225 Berry Street in San Francisco (along the Promenade just beyond the library.) Contact Catherine Reilly at the former Redevelopment Agency @ 749-2516 or catherine.reilly@sfgov.org

The Northeast Waterfront Advisory Group (NEWAG) meets regularly on a bi-monthly basis on the first Wednesday of the month from 5:00 p.m. to 7:00 p.m. in the Bayside Conference Room @ Pier 1. Contact Jonathan Stern @ 274-0545 or jonathan.stern@sfport.com

The Central Waterfront Advisory Group (CWAG) meets monthly on an as-needed basis, generally on the third Wednesday of the month from 5 to 7 p.m. in the Bayside Conference Room at Pier 1. Contact Mark Paez @ 705-8674 or mark.paez@sfport.com

The Southern Waterfront Advisory Committee (SWAC) meets every last Wednesday of the month from 6:15 to 8:15 p.m. Location to be determined. Contact David Beaupre @ 274-0539 or david.beaupre@sfport.com

The Waterfront Design Advisory Committee (WDAC) meets jointly with the Design Review Board of the Bay Conservation and Development Commission on the first Monday of the month at BCDC, 50 California Street, Rm. 2600, at 6:30 p.m. The Committee meets as needed on the fourth Monday of the month at 6:30 p.m. in the Bayside Conf. Rm. @ Pier 1. Contact Dan Hodapp @ 274-0625 or dan.hodapp@sfport.com

ACCESSIBLE MEETING INFORMATION POLICY

FERRY BUILDING:

The Port Commission Hearing Room is located on the second floor of the Ferry Building. The main public entrance is from the west (Embarcadero) side and is served by a bank of elevators adjacent to the historic staircase. Accessible public restrooms are on the first floor at the northeast end of the building as well as on the second floor across the lobby from the Port Commission Hearing Room. The main path of travel to the Port Commission Hearing Room is equipped with remote infrared signage (Talking Signs). The Port Commission Hearing Room is wheelchair accessible. Accessible seating for persons with disabilities (including those using wheelchairs) is available. The closest accessible BART and MUNI Metro station is Embarcadero located at Market & Spear Streets. Accessible MUNI lines serving the Ferry Building area are the F-Line, 9, 31, 32 and 71. For more information about MUNI accessible services, call (415) 923-6142. The nearest accessible parking is provided in the following off-street pay lots: 3 spaces in the surface lot on the west side of the Embarcadero at Washington Street.

Hourly and valet parking is available in the Pier 3 lot. This lot is accessed through the Pier 3 bulkhead building entrance on the east side of the Embarcadero. This lot is located on the pier deck; adjacent to the ferry boat Santa Rosa. Additional covered accessible off-street pay parking is available in the Golden Gateway Garage, which is bounded by Washington, Clay, Drumm and Battery Streets. Entrance is on Clay St. between Battery and Front Streets. There is no high-top van parking. Metered street parking is available on the Embarcadero, Washington, Folsom & Drumm Streets.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

A sign language interpreter and alternative format copies of meeting agendas and other materials can be provided upon request made at least 72 hours in advance of any scheduled meeting. Contact Wendy Proctor, Port's ADA Coordinator, at 274-0592, the Port's TTY number is (415) 274-0587.

Know Your Rights Under the Sunshine Ordinance:

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance (Sections 67.1 et seq. of the San Francisco Administrative Code) or to report a violation of the ordinance, contact Chris Rustom by mail: Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco CA 94102-4689; by phone at (415) 554-7724; by fax at (415) 554-7854 or by email at sotf@sfgov.org. Citizens interested in obtaining a free copy of the Sunshine Ordinance can request a copy from Mr. Rustom or by printing Sections 67.1 et seq. of the San Francisco Administrative Code on the Internet, at <http://www.sfgov.org/sunshine>.

NOTICES

Prohibition of Ringing of Sound Producing Devices:

The ringing of and use of cell phones, pagers, and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic device.

Lobbyist Registration and Reporting Requirements:

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (SF Campaign & Government Conduct Code Sections \$2.100 – 2.160) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 30 Van Ness, Suite 3900, San Francisco, CA 94102, phone (415) 581-2300 or fax (415) 581-2317; web site: www.sfgov.org/ethics.

CEQA Appeal Rights under Chapter 31 of the San Francisco Administrative Code:

If the Commission approves an action identified by an exemption or negative declaration as the Approval Action (as defined in S.F. Administrative Code Chapter 31, as amended, Board of Supervisors Ordinance Number 161-13), then the CEQA decision prepared in support of that Approval Action is thereafter subject to appeal within the time frame specified in S.F. Administrative Code Section 31.16. Typically, an appeal must be filed within 30 calendar days of the Approval Action. For information on filing an appeal under Chapter 31, contact the Clerk of the Board of Supervisors at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102, or call (415) 554-5184. If the Department's Environmental Review Officer has deemed a project to be exempt from further environmental review, an exemption determination has been prepared and can be obtained on-line at <http://sf-planning.org/index.aspx?page=3447>. Under CEQA, in a later court challenge, a litigant may be limited to raising only those issues previously raised at a hearing on the project or in written correspondence delivered to the Board of Supervisors, Planning Commission, Planning Department or other City board, commission or department at, or prior to, such hearing, or as part of the appeal hearing process on the CEQA decision.



MEMORANDUM

July 2, 2014

To: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer, *Moyer*
Executive Director

SUBJECT: Request Approval to issue a Request for Proposals (RFP) for an Engineering Services Contract to Complete an Earthquake Vulnerability Assessment and Retrofit Alternatives Study of the Port's Seawall

DIRECTOR'S RECOMMENDATION: Approve the Attached Resolution

EXECUTIVE SUMMARY

Port staff requests the Port Commission's approval to issue a Request for Proposals (RFP) for an Architectural/Engineering Services Contract to complete an earthquake vulnerability assessment and retrofit alternatives study of the Port's seawall. The seawall to be studied under this contract is known as the "San Francisco Seawall" and stretches four continuous miles from Pier 45 in the north to Pier 54 in the south (see maps and section, Attachment A, B & C).

The intent of the RFP is to procure specialized engineering services to assess the existing condition, evaluate earthquake risk to the seawall and adjacent facilities, forecast damage and economic impact, determine conceptual level improvements and costs, and prioritize further study and action. This will be a high level study that will largely involve engineering evaluation using existing information and field investigations. Results of this study, along with those of the recently completed Sea Level Rise Study, will help staff formulate the overall plan for the seawall and prioritize further action. Findings will be expected by the spring of 2015. The budget estimate for these services is \$425,000 with funds coming from the Port's Fiscal Year (FY) 2014-15 Capital Budget.

The engineering analysis needed for this project is highly technical and requires expertise in the fields of earthquake engineering, geotechnical engineering, marine

This Print Covers Calendar Item No. 10A

structural engineering, and economic assessment. This expertise is beyond the capabilities of the Port and City staff.

STRATEGIC OBJECTIVE

Develop and implement a seawall plan that will maintain viability of Port's operations, increase protection of the Port's and City's assets, and enhance life safety in the face of degradation, flooding, earthquakes, climate change, and security hazards.

BACKGROUND AND PURPOSE

The San Francisco Seawall is a rockfill and concrete bulkhead wall/wharf structure that protects four miles of shoreline from Fisherman's Wharf in the north to Pier 50 in the south. Construction began in the late 1800s and was completed over the next 30 years. The wall was built by dredging a trench several hundred feet Bayward from the natural shoreline, filling with rock, and capping with a concrete bulkhead wall and wharf structure. The land behind the seawall was gradually in-filled to create backlands extending to the original shore and pile supported finger piers were built extending into the Bay (see Attachment B, map with original shoreline). Today, the backlands include the Embarcadero Promenade and Roadway, the Muni light rail line and F line historic street cars, major utilities, public open spaces and plazas, and buildings of various types. Of the 40 original Piers, 20 remain and are highly valuable assets. The seawall, bulkhead wharves, and piers are important historic and cultural resources which together form the Embarcadero Historic District, listed on the National Register of Historic Places since 2006.

The seawall and the assets that it secures are potentially vulnerable to significant damage in a major earthquake. Some sections of the seawall are constructed over liquefiable soils and much of the backlands are composed of liquefiable fill.¹

Historically, earthquake damage has been much more severe in reclaimed areas such as the waterfront. A 1992 Liquefaction Study of much of the waterfront backlands predicted significant earthquake-induced lateral spreading and settlement along the majority of the waterfront. Recent investigations for the Brannan Street Wharf and Pier 43 Promenade projects predicted significant earthquake damage to those sections of seawall including concrete bulkhead stability issues and potential collapse of the bulkhead wharf. In both cases, the wharves were replaced to eliminate the collapse hazard and the worst portions of the bulkhead wall were stabilized or replaced. Overall movement of the underlying rock dike is still expected, however, as mitigation was beyond the budget of the open space projects.

The last major earthquake in San Francisco was the Great San Francisco Earthquake of 1906 which occurred prior to construction of the majority of the seawall. The United States Geological Survey states that "there is a 62 percent probability that an earthquake with a magnitude of 6.7 or more will occur in the Bay Area within the next 30

¹ Liquefaction is a phenomenon in which the strength and stiffness of a soil is reduced by earthquake shaking or other rapid loading.

years". Although the seawall performed adequately in the 1989 Loma Prieta Earthquake, that event was centered 60 miles south of San Francisco and ground shaking at the seawall was relatively minor in comparison to that predicted during a nearby major event.

As part of the Port's overall plan for the future of the seawall and bulkhead wharf, a more thorough understanding of the magnitude and severity of earthquake damage is vital. The study procured through this proposed RFP will help answer the following questions:

1. Can the seawall withstand a seismic event ranging from 6.7 to 8.0 in magnitude on the San Andreas Fault?
2. What type of damage and disruption would be caused by moderate to major earthquakes?
3. Would flood protection be compromised for the financial district, the Muni tunnels or even BART? Would ferry service be disrupted, the Embarcadero Roadway become unusable, the Promenade suffer cracks and erosion?
4. Will critical utilities be out of commission such as fire sprinklers, water and sewer?
5. Would a moderate or major earthquake cause collapse of the bulkhead wharves, risking human life and leaving the finger piers inaccessible islands without utilities?

Additionally, the RFP contract services will provide the Port and City with engineering and economic information to aid in prioritizing and developing the overall plan for the future of the Seawall, considering expected deterioration, sea level rise, and the need for public safety.

PROJECT SCOPE

The intent of the proposed engineering study is to gain an overall understanding of earthquake damage along the 4 miles of seawall, to estimate associated economic impacts, to develop conceptual level retrofits and costs, and to prioritize areas for additional study and improvements. The study will largely be based on existing information and utilize current state of the art techniques to analyze and predict behavior/damage of the seawall, bulkhead and wharf, and structures and infrastructure within the area of influence.

The anticipated Scope of Work of the project will include the following:

- Evaluation of existing information such as as-built drawings, historic photographs, geotechnical reports and borings, condition reports;
- Recommendations for additional field investigations;

- Development of generalized geotechnical ground profiles along the waterfront;
- Development of ground shaking criteria for three earthquake scenarios represented by: a moderate earthquake (magnitude 6.7 on Hayward fault); a code level or large earthquake (magnitude 7.2 on peninsula segment of San Andreas fault); and a maximum credible earthquake (magnitude 7.9 on San Andreas);
- Earthquake analysis of representative sections of the seawall and bulkhead wharf using state of the art analysis techniques and performance criteria (similar to those used by Caltrans and BART for their earthquake safety programs);
- Economic impact analysis associated with predicted damage;
- Conceptual level retrofit alternatives and cost estimates (Retrofits to consider sea level rise); and
- Prioritize areas for further study and recommended next steps based on Cost/Benefit Analysis acceptable to Port, City and Federal Agencies.

From the results of these studies, Port staff will determine appropriate next steps in both monitoring the sea wall and devising maintenance and repair plans.

CLIMATE ACTION

This Project will adhere to the latest guidelines and science related to climate change and sea level rise. Proposed retrofit alternatives will fully consider sea level rise and other climate change impacts in the Cost/Benefit analysis.

SELECTION PROCESS & AWARD

Port staff proposes a RFP to procure the engineering design services for the Project through a fair and competitive process, facilitated and monitored by the City's Contract Monitoring Division (CMD). Port staff and CMD representative will convene a selection panel consisting of at least two Port staff members and two non-Port representatives. The selection panel will have expertise in the required fields, knowledge of the project area and objectives, and meet diversity goals as determined by CMD. The selection process is envisioned to include the following steps:

Written Proposal Evaluation, Ranking and Short-List: After Port and CMD staff review proposals for responsiveness, the selection panel will score each written proposal based upon criteria included in the RFP. Expected criteria include an understanding of project objectives, experience of the firm and project staff, and management approach. Scores will be tabulated and ranked to determine Short-Listed firms (up to three).

Oral Interviews: Interviews with the Short-Listed firms will last approximately 45 minutes and include a firm presentation and responses to a list of standard questions. The selection panel members will individually score each firm and a total score will be

tabulated. Final ranking of the short-listed candidates will be based on the scores from the Oral Interview only.

Contract Negotiation and Award: Port staff will seek Port Commission authorization to negotiate and enter into an agreement with the highest-ranking firm based on a Port-determined scope of work and a budget acceptable to the Port. The agreement will be based on the City's standard agreement for professional services, a copy of which will be included in the RFP. If staff cannot complete successful negotiations with the highest-ranked firm, Port staff may elect to negotiate with the next highest-ranked firm in descending order.

LOCAL BUSINESS ENTERPRISE

It is a goal of the Port to maximize participation of Local Business Enterprises ("LBE") in our contracting opportunities. Potential roles for LBEs in this contract include geotechnical engineering, structural engineering, civil engineering, cost estimating, economic loss analysis, and condition assessment.

The City's Administrative Code Chapter 14B, the Local Business Enterprise and Non-Discrimination in Contracting Ordinance, establishes discounts for LBE prime consultants and empowers the Contract Monitoring Division ("CMD") to set a project specific goal for LBE subconsultant participation.

For this professional services contract, the ordinance establishes rating discounts for LBE prime consultants and joint ventures as follows:

- Five percent (5%) to a Joint Venture with LBE prime contractor participation that equals or exceeds thirty-five percent (35%) but is under forty percent (40%);
- Seven and one half percent (7.5%) to a Joint Venture with LBE prime contractor participation that equals or exceeds forty percent (40%); and
- Ten percent (10%) to an LBE prime contractor or a Joint Venture among LBE prime contractors.

The discount applies to each stage of the selection process, including qualifications, proposals and interviews.

CMD set the LBE sub-consultant participation goal for this contract at 25% based on the scope and LBE availability data. CMD also determined the availability of Minority Business Enterprises ("MBE"), Woman Business Enterprises ("WBE") and Other Business Enterprises ("OBE") to perform subconsultant work on this project is as follows: 12.9% MBE, 3.2% WBE, and 9.0% OBE.

OUTREACH EFFORTS

At a minimum, the RFP will be advertised using the following resources:

- Contract Monitoring Division's Directory of Certified Local Business Enterprises
- Port website
- City and County of San Francisco Office of Contract Administration website
- Newspapers (SF Examiner, Chronicle and Small Business Exchange)
- Professional Engineering Organizations (American Society of Civil Engineers, Structural Engineers Association of California, Earthquake Engineering Research Institute, American Council of Engineering Companies)
- Various Minority/Women Business and Professional Associations
- Notification to vendor contacts compiled through industry market research
- San Francisco African American Chamber of Commerce
- Hispanic Chamber of Commerce of San Francisco
- Chinese Chamber of Commerce, San Francisco
- LGBT Chamber of Commerce, San Francisco (Golden Gate Business Association)

FUNDING

The proposed consulting services are estimated to cost approximately \$425,000 and will be funded by Port capital funds allocated in the FY 2014-15 Capital Budget approved previously by the Port Commission.

SCHEDULE

The tentative RFP and award schedules are:

<u>Activity</u>	<u>Target Date</u>
Port Commission Authorization to Advertise	July 8, 2014
Civil Service Commission	July 21, 2014
Commence RFP Advertisement & Outreach	July 23, 2014
Pre-proposal Meeting	July 31, 2014
Proposal Due Date	August 22, 2014
Interviews	2 nd Week of September, 2014
Port Commission Authorization to Award Contract	September 23, 2014
Notice To Proceed	November 14, 2014
Preliminary Study Results	May 15, 2015
Final Results, Contract Completion	August 15, 2015

SUMMARY

Port staff is ready to seek competitive proposals for professional engineering services as described in this report. Therefore, staff requests that the Port Commission adopt the attached resolution authorizing staff to advertise a Request For Proposals, soliciting

an Engineering Services Contract to Complete an Earthquake Vulnerability Assessment and Retrofit Alternatives Study of the Port's Seawall.

Prepared by: Steven Reel, Project Manager
Engineering Division

and

Meghan Wallace, Budget Manager
Finance and Administration Division

For: Eunejune Kim, Chief Harbor Engineer
Engineering Division

and

Elaine Forbes, Deputy Director
Finance and Administration Division

Attachments

- A: Seawall Map, Historic Piers with Seawall Sections
- B: Seawall Map, Current Piers & Original Shoreline
- C: Seawall Section at Bulkhead Building
- D: CMD LBE Goal Memo

PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO

RESOLUTION NO. 14-44

- WHEREAS, the City's seawall, also known as the San Francisco Seawall, stretches four continuous miles from Pier 45 in the north to Pier 54 in the south, and is a significant asset; and
- WHEREAS, the risk of a major earthquake in the near future is significant; and
- WHEREAS, it is prudent to understand earthquake vulnerability of the seawall and adjacent structures and to plan for short term and long term safety and economic viability of the Port, tenants and visitors; and
- WHEREAS, to gain such an understanding, Port staff recommend completing an engineering study of the seawall to assess condition, evaluate probable earthquake damage, estimate associated economic impacts, develop conceptual level retrofits and costs, and prioritize areas for additional study and improvements (the Project); and
- WHEREAS, to conduct such an evaluation and complete this Project, Port staff requires specialized earthquake engineering, geotechnical engineering, marine structural engineering, and cost estimating consulting services which are currently beyond the capabilities of the Port and City staff, and
- WHEREAS, Port staff is seeking approval from the Civil Service Commission to contract with a private engineering firm for these important consulting services; and
- WHEREAS, the Port Commission has allocated capital funds in the Fiscal Year 2014-15 Budget to pay for these proposed consulting services, which are estimated to cost \$425,000; and
- WHEREAS, Port staff has drafted a Request for Proposals ("RFP") to solicit consulting services for engineering services required for the Project; and
- WHEREAS, Port staff will incorporate a 25% sub-consulting goal for Local Business Enterprises in the proposed RFP as recommended by the City's Contract Monitoring Division; now, therefore, be it

RESOLVED, that the San Francisco Port Commission hereby authorizes Port staff to advertise a Request For Proposals to solicit engineering consulting services for an earthquake vulnerability assessment and retrofit alternatives study, for contract award to be recommended at a future Port Commission meeting.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of July 8, 2014.

Secretary

Attachment A – Seawall Map, Historic Piers with Seawall Sections

EXHIBIT 3 BULKHEAD WHARF AND SEAWALL LOCATION BY SECTION Embarcadero National Register Historic District (Pier 45 - 48 at China Basin)

Legend

Section A - 100' between Taylor and Powell Streets - Constructed 1914.

Section B - 100' between Powell and Stockton Streets - Constructed in two parts in 1914.

Section C - 100' between Stockton and Kearny Streets - Constructed in two parts in 1914-14 & 1914-15.

Section D - 100' between Union and Vallejo Streets - Constructed in two parts in 1915-16 & 1917-19.

Section E - 100' between North Point and Francisco Streets - Constructed in two parts in 1915-16, 1917-18 & 1918-19.

Section F - 100' between Francisco and Lombard Streets - Constructed in three parts in 1915-16, 1921-22 & 1921-22.

Section G - 100' between Lombard and Union Streets - Constructed in two parts in 1912-13, 1914-15 & 1920-21.

Section H - 100' between Union and Vallejo Streets - Constructed in four parts in 1916-17, 1917-18 & 1920-21.

Section I - 100' between Vallejo and Pacific Streets - Constructed in six parts in 1894-95, 1898, 1916, 1920, 1921-22 & 1928-30.

Section J - 100' between Pacific and Clay Streets - Constructed in six parts in 1894-95, 1898, 1916, 1920, 1921-22 & 1928-30.

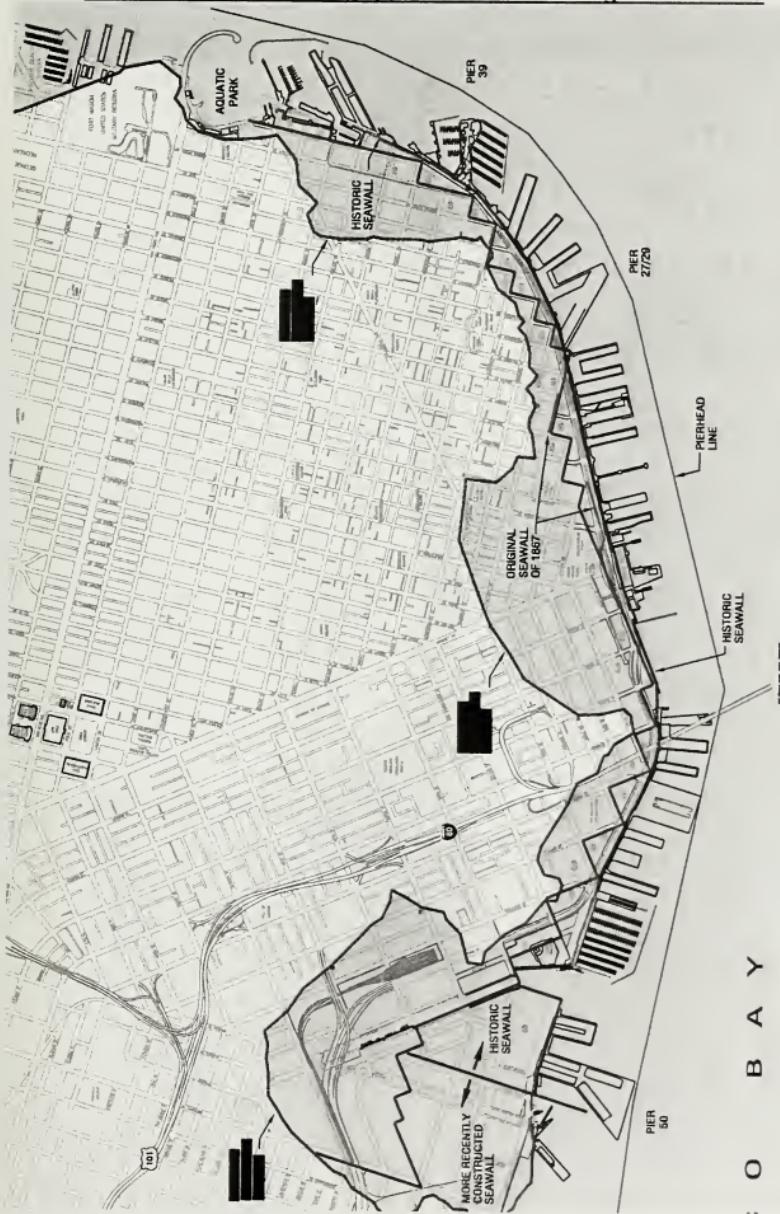
Section K - 100' between Clay and Market Streets - Constructed 1894-95.

Source: Board of State Harbor Commissioners 1924 Biannual Report

- Section A - 450' between Market and Mission Streets - Constructed 1915.
- Section A - 200' between Mission and Main Streets - Constructed 1913 & demolished in 1975 and 1983.
- Section A - 200' between Howard and Harrison Streets - Constructed 1913, all but 60' was demolished in 1983.
- Section B - 398' south of Mission to Polson Street - Constructed 1913.
- Section B - 781' between Polson and Harrison Streets - Constructed in two parts in 1899-10.
- Section B - 849' south of Mission to Polson Street - Constructed 1910-11.
- Section C - 531' north of Main to Main Street - Constructed 1910-11.
- Section D - 241' south of Main to Main Street - Constructed 1910-11.
- Section E - 355' north of Main to Fremont and King Streets - Constructed in two parts in 1899-10.
- Section F - 340' between Fremont and King Streets - Constructed in two parts in 1917-18 & 1935-36.
- Section G - 46' between King and Berry Streets - Constructed in two parts in 1917-18 & 1935-36.
- Pier 46 Section - 236' between Berry Street and China Basin Channel - Constructed 1914-15.
- Pier 46 Section - 50' north side of Pier 46 - 1935-36.



Attachment B – Seawall Map, Current Piers & Original Shoreline



Attachment C – Seawall Section at Bulkhead Building

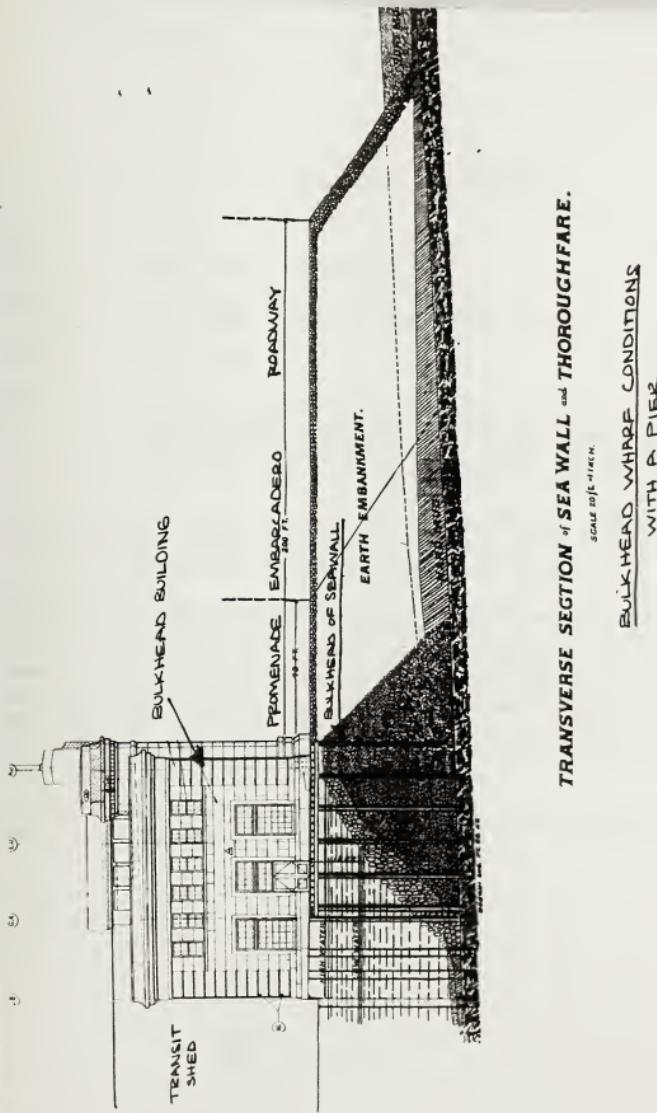


Figure 1 Original design of seawall; construction begun 1878 T.J. Arnold, Engineer of Seawall. Source: Crane 1882 n.p.



OFFICE OF THE CITY ADMINISTRATOR

CONTRACT MONITORING DIVISION



Edwin M. Lee, Mayor
Naomi M. Kelly, City Administrator

Maria Cordero, Director

MEMORANDUM

TO: Steven Reel, Project Manager

FROM: Boris Delepine, Contract Compliance Officer, CMD

DATE: May 27, 2014

RE: Goal Approval Memo, Request for Proposals (RFP) for an Architectural/Engineering Services Contract to Complete an Earthquake Vulnerability Assessment and Retrofit Alternatives Study of the Port's Seawall

The Contract Monitoring Division (CMD) has completed its review of the Project Manager's Estimate of the sub opportunities on the above referenced project. Based on this review and the LBE availability data, the LBE sub goal is 25% for this project.

The availability of Minority Business Enterprises ("MBE"), Woman Business Enterprises ("WBE") and Other Business Enterprises ("OBE") to perform sub work on this project is as follows: 12.9% MBE, 3.2% WBE, and 9.0% OBE. This availability information should be conveyed in the RFP and proposers should be advised that they may not discriminate in the selection of subs on the basis of race, gender, or other basis prohibited by law, and that they shall undertake all required good faith outreach steps in such a manner as to ensure that neither MBEs nor WBEs nor OBEs are unfairly or arbitrarily excluded from the required outreach.

Should you have any questions please feel free to contact me at 415-554-7554 or boris.delepine@sfgov.org.



MEMORANDUM

July 2, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *M. Moyer*
Executive Director

SUBJECT: Request Authorization to Issue a Request for Proposals for Contracts with Up to Two Youth Employment Services Organizations to Administer the Port's Youth Employment Program, with Maximum Term of Four Years in the Amount of \$265,000 annually and a Total Amount Not to exceed \$1,060,000

DIRECTOR'S RECOMMENDATION: Approve Attached Resolution

Executive Summary

In 2004 the Port Maintenance Division initiated a youth employment program to respond to an appropriation from the Board of Supervisors. The program is aimed at providing jobs to economically disadvantaged and at-risk San Francisco youth ages 16 through 24 who support the Port's efforts to maintain landscaped areas on Port property.

Over the last ten years the Port has solicited youth employment services organizations to deliver workforce development opportunities and to provide the required services to Port facilities. The Port Commission previously approved four year agreements in 2004 and 2008 and a one year contract in 2012 with a qualified non-profit organization. The 2008 and 2012 agreements encouraged the prime proposer to incorporate other youth employment services organizations as sub-contractors to increase organizations' participation. Most recently, the Port Commission approved a one-year contract with the San Francisco Conservation Corps (SFCC) and subcontractors Larkin Street Youth (LSY) and A. Phillip Randolph Institute (APRI) that will expire in November 2014.

Port staff is now seeking Port Commission authorization to issue an RFP for a Youth Employment Program contract term lasting two (2) years with an option to renew for two (2) years. The desired start date is November 17, 2014 and the proposed annual

This Print Covers Calendar Item No. 10B

budget is \$265,000. Port staff recommends including the option to select up to two of the highest scoring Proposers for contract award to encourage greater participation and competition among prime proposers. Also, the prime contractor(s) will be expected to include sub-contractors in their bid and mentor their sub-contractor partners and be accountable for their performance.

Strategic Objective

The Port strives to make its properties available to a broad array of users and ensure the Port's portfolio provides quality of life and economic benefits to San Franciscans and to the people of the State of California. Additionally, since 2004, the City's policymakers have continued to express a strong desire for City departments to invest in youth employment programs. Mayor Edwin Lee has made jobs creation and youth employment a priority of his administration. Since 2004, the Port Maintenance Division has had a successful youth employment program aimed at providing jobs to economically disadvantaged and at-risk San Francisco youth ages 16 through 24. In conjunction with the City's objective for employment initiatives, the Port has an objective to maintain its properties. This program serves objectives of both the Port and the City.

Program Contract History

During its review of the Port's Fiscal Year 2004-05 budget, the Board of Supervisors appropriated \$150,000 of the Budget Analyst's cuts to fund a youth employment program at the Port of San Francisco aimed at providing jobs to economically disadvantaged and at-risk San Francisco youth ages 16 through 24. At that time, Port staff determined that the Port would benefit from a program that supports the Port's efforts to maintain landscaped areas, including weed abatement, hand watering and manual fertilization of Port plants, and graffiti and litter removal. Subsequently, the Port Commission adopted two resolutions authorizing Port staff to enter into two separate four year grant agreements, from 2004 through 2012, totaling \$1.4 million.¹ Both awards were to the SFCC.

On March 26, 2013 Port staff requested the Port Commission to adopt Resolution No. 13-15 to enter into a four year contract with the San Francisco Conservation Corps for the Port's Youth Employment Program in the total amount of \$1,060,000, subject to annual funding appropriation of \$265,000. The Port Commission continued the item and directed staff to work with the San Francisco Conservation Corps to: maximize the number of youths in the program by increasing the amount of funding that supports hours worked by reducing the administrative costs; incorporate improved performance metrics; provide an opportunity to expand participation in the program; and consider "option to renew" language after two (2) years of a four (4) year contract. After changes to the proposed contract performance metrics and terms met the Commissioners' expectations, the Port Commission adopted Resolution No. 13-30 on August 13, 2013

¹ In 2007, the City enacted an ordinance requiring the centralization of the City's workforce development efforts under Office of Economic and Workforce Development (OEWD). One of the primary reasons for this change was to centralize previously disparate workforce development efforts in City departments to get a larger understanding of the City's progress in developing at-risk youth for success in the workforce. OEWD has agreed to the Port's continued management of its ongoing workforce development program, as long as the Port contractor complies with OEWD's reporting requirements.

authorizing Port staff to enter into a \$285,000 one (1) year contract with the SFCC with subcontractors LSY and APRI.

With the current contract due to expire on November 30, 2014, Port staff requests Port Commission approval to issue an RFP to solicit up to two contractors to continue the Port's youth employment program, which assists in maintaining Port property. Port staff proposes awarding the successful respondents a two (2) year contract with an option to renew for two (2) years, with total of up to a four (4) year contract. The proposed contract award totals \$1,060,000 (at \$265,000 per year), subject to budget appropriations.

The RFP specifies that the contractor shall provide for a minimum of ten (10) participants plus two (2) supervisors and a minimum of five (5) participants plus one (1) supervisor per sub-contractor. Components of the proposals will be evaluated on the details of their budgets, including the adequacy and clarity of the allocation of funds between program participant salaries and administrative costs. Additionally, the selected contractor(s) will recruit, hire and provide work readiness training and supervision in environmental services to prepare participants for future employment. This includes job seeking, interviewing, and safety training, and basic language and literacy skill-building necessary to retain employment. Prior to implementation of the contract and no later than 60 days following contract award, the contractor(s) shall provide a pre-apprenticeship training and safety program curriculum to be reviewed and pre-approved by for Port staff and applicable union organizations. The contractors shall mentor subcontractor partners and measure and report on subcontractor partner performance/success in developing and implementing the pre-apprenticeship training and safety program.

Port staff will collaborate with the successful contractors to develop scopes of work, work plans, and work schedules. Port staff will monitor and evaluate work in progress and upon completion. Port staff will inspect the work accomplished to evaluate performance and consult with the contractors to ensure acceptable service levels are maintained through-out the term of the contract.

Local Business Enterprise (LBE) Role/Opportunities

The Port is seeking to increase the number of responders to this RFP. The past youth employment RFPs generated between one and three proposers. Staff will seek a waiver from Chapter 14B LBE sub consulting goals because many providers of youth employment services are not City-certified LBEs. This waiver will not preclude LBEs from competing as primes and subcontractors.

Southern Waterfront

Ninety-five (95) percent of the work of the youth employment program is in the Southern Waterfront. Annually there are landscaping and clean-up projects at the following Port properties: Illinois Street; 20th Street; Pier 70; 22nd Street; 23rd Street; 24th Street; Warm Water Cove; Michigan Street; Cesar Chaves Street; Pier 80; Tulare Park; Amador Street; Cargo Way; Islais Creek Park; Pier 96; Heron's Head Park; Terry François Boulevard; Agua Vista Park; Pier 54 Boat Launch and various parking lots.

Climate Action/Environmental Benefits

The environmental services provided by the participants of the youth employment program include litter and graffiti abatement. The litter abatement reduces the potential of debris ending up in the Bay thus helping to prevent negative impacts on marine life. The graffiti abatement improves the overall experience of visitors to Port property.

Funding

The Port's Bi-Annual Operating Budgets for Fiscal Years 2014-15 and 2015-16 include \$265,000 annually in the Maintenance Division for Youth Employment Programs to assist with the maintenance of Port properties.

Laborers Union

The Port works closely with the Laborers International Union, Local 261 in regards to the work that the youth employment participants perform. Local 261 has expressed two main concerns, (1) the potential that the youth would replace skilled craft laborer positions, and (2) that untrained youth employment participants should not use tools, especially power tools.

The Port agreed that during the current contract the youth employment participants would not use power tools to perform work. The Port is working with the Laborers International Union, Local 261 to seek their assistance to establish pre-apprenticeship training curriculum with youth employment service providers.

The RFP contains language requiring the contractors and sub-contractors to establish a pre-apprenticeship training and safety program curriculum. Such curriculum must be reviewed and pre-approved by the Port and applicable unions prior to implementation within two (2) months of contract award.

Schedule (subject to change)

RFP Issued	August 11, 2014
Pre-proposal conference	August 19, 2014
RFP Questions Deadline	August 20, 2014 (12p.m. PT)
RFP Answers and Clarifications Available Online	August 27, 2014
Proposals Deadline	September 11, 2014
Interviews and Short List of Proposers	September 25, 2014
Contract Award Intent Notification	October 10, 2014
Notify successful respondent	October 22, 2012
Contract Begins	November 17, 2014

Summary/Conclusion

The current youth employment contract with the San Francisco Conservation Corps and its sub consultants expires in November 2014. Port staff requests Port Commission approval to issue a Request for Proposals for continuation of the program. The Port will extend outreach to employment development program service providers through the SF Youth Employment Coalition, Small Business Exchange, and the City's Contract

Monitoring Division. Port staff is also working with the Department of Children, Youth and their Families (DCYF) and the Human Services Agency (HSA) to ensure that service providers are made aware of this contracting opportunity.

Recommendation

Port staff recommends that the Port Commission authorize the issuance of a Request for Proposals for up to two organizations and their subcontractors to operate a youth employment program to assist in maintaining Port property for a term of up to four years, as described in this staff report. Port staff anticipates returning to the Port Commission for authorization to award up to two contracts in October 2014.

Prepared by: Meghan Wallace,
Budget Manager

Prepared for: Tom Carter,
Deputy Director, Maintenance

Elaine Forbes,
Deputy Director, Finance and
Administration

**POR T COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 14-45

- WHEREAS, In 2004, the San Francisco Board of Supervisors directed the Port to create a youth employment program targeting economically disadvantaged and at-risk youth; and
- WHEREAS, On November 9, 2004 the Port Commission adopted Resolution 04-90 authorizing Port staff to enter into a four year contract with the San Francisco Conservation Corps (SFCC) to operate a youth employment program by providing assistance in maintaining Port property; and
- WHEREAS, Because of the success of the program, the Port Commission approved a subsequent contract solicitation in 2008 and authorized Port staff to enter into a new four year contract with the SFCC to operate the Port's youth employment program by Resolution 08-65 on October 28, 2008; and
- WHEREAS, On August 13, 2013 the Port Commission adopted Resolution 13-30 authorizing Port staff to enter into a \$285,000, one (1) year contract with the SFCC to operate a youth employment program by providing assistance in maintaining Port property in collaboration with two (2) sub-contractors, Larkin Street Youth (LSY) and A. Phillip Randolph Institute (APRI); and
- WHEREAS, From 2004 to 2014, the Port's youth employment program (1) provided employment services to over 30 youths annually through the services of its contractor, (2) the program will provide employment services for approximately 20-40 youths annually for the next four years, (3) the services have been of good quality, (4) and the Port continues to need assistance in maintaining its property; and
- WHEREAS, The Port does not have the expertise to directly recruit, hire, provide work readiness training and supervision for youth employees; and
- WHEREAS, Port staff is proposing to issue a Request for Proposals for contracts with up to two organizations to organize, implement, and administer a youth employment program to assist in maintaining the Port's property each with a term of two (2) years with an option to renew for two (2) years, for a total of four (4) years maximum, with a total amount not to exceed \$1,060,000 (at \$265,000 per year), subject to budget appropriations and

WHEREAS, After solicitation and evaluation of proposals, Port staff will seek Port Commission authorization to award up to two contracts for the services described in the accompanying staff report, each with a maximum term of four (4) years, in the amount of \$265,000 annually, and total amount not to exceed \$1,060,000 subject to expenditure appropriations and program performance; now, therefore be it

RESOLVED, The Port Commission hereby authorizes Port staff to issue a Request for Proposals for contracts with up to two organizations to organize, implement, and administer a youth employment program to assist in maintaining the Port's property each with a term of two (2) years with an option to renew for two (2) years, for a total of four (4) years maximum, and each with an total amount not to exceed \$1,060,000 (at \$265,000 per year), subject to appropriations.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of July 8, 2014.

Secretary



MEMORANDUM

July 2, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *M. Moyer*
Executive Director

SUBJECT: Request to Award Contracts to two firms: Eagle Environmental Construction and Environmental Logistics for Hazardous Waste Disposal Services, each in the amount of \$187,500, with an initial term of three years and the Port's option to extend the term an additional year at an additional amount of \$75,000 for each contract, each contract will have a maximum amount of \$262,500, totaling \$525,000 for both contracts

DIRECTOR'S RECOMMENDATION: Approve Attached Resolution

EXECUTIVE SUMMARY

Pursuant to a competitive Request for Proposals process that the Port Commission approved, Port staff requests the Port Commission's authorization to award and enter into two contracts for hazardous waste disposal services under Administrative Code Section 21. These proposed contracts will each have a term of three years with a not-to-exceed amount of \$187,500, with an extension option of one year for up to \$75,000. Each contract will have a maximum amount of \$262,500.

STRATEGIC OBJECTIVE

The Port strives to be environmental stewards protecting the Port's portfolio of facilities and land and the Bay itself. The Port also strives to ensure that the Port's portfolio provides quality of life benefits to San Franciscans and the region. Port staff manages hazardous wastes on both a routine and urgent basis. Port operations routinely generate hazardous wastes and Port staff frequently finds hazardous wastes that have been abandoned on Port property. The Port also provides used oil collection services for the Maritime community at Fisherman's Wharf.

This Print Covers Calendar Item No. 10C

The goal of the Port's hazardous waste program is to maintain sound environmental practices and stewardship while managing these wastes. In addition to regulatory compliance, this includes worker safety and public health, fiscal prudence, protection of the Port's environs, and the final disposition of hazardous wastes. For example, the Port Waste Management Hierarchy establishes a preference for reuse and recycling over landfilling.

Previously hazardous waste management and disposal services were provided through an as-needed contract managed by the Department of Public Works (DPW) and for smaller jobs, through direct purchase orders. Utilizing the DPW as-needed contract has proven inefficient due to the amount of administrative oversight, overhead fees and delays resulting from procuring the services through another department . Direct contracts for hazardous waste disposal services will provide the Port with greater efficiency and reliability in meeting the standards of the hazardous waste program.

LOCAL BUSINESS ENTERPRISE (LBE) SUB-CONSULTING GOAL

The Port's Contract Monitoring Division representative has established an 8% LBE sub-consulting goal for proposed contracts based on the availability of qualified firms. In order to be eligible for contract award, each firm responding to the RFP must meet the 8% LBE sub-consulting goal. LBE services will likely include transportation of universal hazardous wastes such as fluorescent lighting and electronic wastes, general trucking services, and provisioning of safety supplies.

SOUTHERN WATERFRONT

Due to its expansive and open nature, the southern waterfront is an area where people abandon a variety of wastes. These contracts will contribute to the timely and safe removal of these materials and thereby reduce the perception that such abandonment of waste materials is acceptable. The Port endeavors to protect these areas to ensure quality of life benefits for all San Franciscans.

CLIMATE ACTION

These contracts will facilitate larger and fewer shipments of hazardous waste than can be made under a purchase order. The benefits to climate action derive, in part, from the consolidation of transportation into fewer truck trips, resulting in reduced vehicle emissions. Furthermore, these contracts allow the Port more leverage in requiring recycling of materials rather than incineration, which has a larger greenhouse gas footprint.

FUNDING

Funding for these services will be allocated on an annual basis through the Port operating budget. The Port Real Estate Division maintains an annual capital project dedicated to management of abandoned hazardous materials and hazardous waste management. The Port Maintenance Division also maintains an operating budget line item that is used to fund the disposal of hazardous waste generated by Port operations.

Table 1: Supporting Budget

FISCAL YEAR BUDGET	FUNDING SOURCE		TOTAL Transport & Disposal of Hazardous Wastes
	Annual Capital Project For: Abandoned Hazardous Wastes	Operating Budget For: Port Hazardous Wastes	
2014-15	\$75,000	\$25,000	\$100,000
2015-16	\$100,000	\$25,000	\$125,000
2016-17	\$100,000	\$50,000	\$150,000
Subtotal	\$275,000	\$100,000	\$375,000
<i>2017-18 (optional)</i>	<i>\$100,000</i>	<i>\$50,000</i>	<i>\$150,000</i>
TOTAL			\$525,000

COMPETITIVE AWARDS

With the Port Commission's authorization of October 4, 2012, Port staff advertised a Request for Proposals (RFP) soliciting Hazardous Waste Disposal services. Staff advertised the RFP through several avenues: the Port website, City and County of San Francisco Office of Contract Administration website, direct outreach using the City and County of San Francisco Contract Monitoring Division LBE contractor lists, commercial listings of service providers, e.g. yellow pages, and past and current City vendors offering similar services. The Port's vendor contact list consisted of 41 firms, including 23 LBEs.

Staff conducted a pre-proposal meeting on May 13, 2014 with prospective proposers. Questions and clarifications from this meeting were shared with all prospective proposers on the Office of Contract Administration website. Four proposals were received by the due date and staff determined that they were responsive to RFP requirements. All four proposals were then submitted to the review panel for scoring. CMD subsequently determined that one submission from Clean Harbors was non-responsive because the LBE subcontract goal of 8% was not met.

The review panel was comprised of one Port environmental staff member, a hazardous waste regulator from the San Francisco Department of Public Health (Health Department), and a hazardous waste program manager from the Health Department. The review panel scored the proposals on June 16, 2014. Asbestos Management Group, was eliminated when it failed to score at/above the 70-point threshold established in the RFP; the other three were invited to interviews that were conducted on June 23, 2014. The review panel then ranked the three proposers based on questions and scenarios that were designed to capture Port needs. Eagle Environmental Contracting and Environmental Logistics were both selected for contract awards. As noted below and in Attachment A, CMD determined that Clean Harbor's submission was not responsive. The complete rankings are shown in Table 2.

Table 2. Review Panel Ranking

Team	Written Response Score	CMD Bonus	Total	Oral Interview / References Score	CMD Bonus	Total
1. Eagle Environmental Contracting	76	8	84	82	8	90
2. Clean Harbors*	92	0	92	87	0	87
3. Environmental Logistics	74	0	74	84	0	84
4. Asbestos Management Group	51	0	51	0	0	0

*CMD subsequently deemed Clean Harbors non-responsive.

COORDINATION WITH OTHER DIVISIONS

Hazardous waste management is managed through the Port's Maintenance Division as the principal operating division that generates hazardous waste. This is closely coordinated with other divisions, primarily Real Estate and Maritime which have the primary responsibility for property management issues, including tenant issues and abandoned materials. Funding is provided by both the Maintenance and Real Estate Divisions.

SCHEDULE

The following timeline outlines the actions taken by Port staff, the Port Commission and other public bodies. This includes future actions based upon the requested commencement of a new contract. No additional approvals would be required of other public bodies.

<u>Activity</u>	<u>Target</u>
Civil Service Commission Authorization to Contract	January 9, 2012
Port Commission Authorization to Advertise	October 4, 2012
Civil Service Commission Re- Authorization to Contract ¹	May 5, 2014
RFP Issued	May 6, 2014
Pre-Proposal Conference	May 13, 2014
Proposal Deadline	June 6, 2014
Proposal Review and Scoring	June 16, 2014
Panel Interviews	June 23, 2014
Port Commission Request to Award Contract	July 8, 2014
New Contracts Commence	September 2014

¹ Due to staff changes and heavy project demands on key staff, additional work on this contract was delayed. The original Civil Service Commission authorization was limited to three years from the approval date; therefore Port staff obtained a re-authorization for a term of four years.

SUMMARY

Port staff requires services to package, transport, and dispose of hazardous wastes that are generated by Port operations and abandoned on Port property. Port staff requests Port Commission authorization to enter into two contracts for hazardous waste transportation and disposal services with the two highest-scoring firms resulting from a competitive selection process.

RECOMMENDATION

Staff recommends that the Port Commission approve the attached resolution authorizing staff to award a contract for hazardous waste disposal services to Eagle Environmental Construction and Clean Harbors.

Prepared by: Tim Felton, Port Industrial Hygienist
Richard Berman, Utility Specialist
Meghan Wallace, Budget Manager

For: Elaine Forbes
Deputy Director, Finance & Administration

Tom Carter
Deputy Director, Maintenance

Susan Reynolds,
Deputy Director for Real Estate

Attachment:

A. Contracts Management Division Memorandum

**PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**
RESOLUTION NO. 14-46

- WHEREAS, the Port of San Francisco manages hazardous wastes that are generated by Port operations and that are abandoned on Port property; and
- WHEREAS, the management of these hazardous wastes requires services that exceed the staff resources of the Port and other City departments; and
- WHEREAS, the Port has used the City Department of Public Works and purchase orders for its hazardous waste needs, but those contract terms require overhead fees, oversight, and cause delays; and
- WHEREAS, Port staff obtained authorization from the Civil Service Commission on January 9, 2012, to contract out hazardous waste disposal services and obtained a reauthorization on May 5, 2014; and
- WHEREAS, on October 4, 2012, through Resolution 12-75, the Port Commission authorized Port staff to issue a Request for Proposals (RFP) for hazardous waste disposal services; and
- WHEREAS, Port staff issued an RFP dated May 6, 2014 with a goal for 8% Local Business Enterprises subcontractor participation as recommended by the Contract Monitoring Division; and
- WHEREAS, following staff's issuance of the RFP, the Port received proposals from four firms who met the minimum qualifications established in the RFP and were ranked by the review panel based upon their written responses, oral interview, and reference scores combined with any Contract Monitoring Division ratings bonuses; and
- WHEREAS, pursuant to the terms of the RFP, Port staff recommends the award of contracts to the two highest-ranked proposers, Eagle Environmental Construction and Environmental Logistics, for hazardous waste disposal services as outlined in the accompanying staff report; now therefore be it
- RESOLVED,** that the San Francisco Port Commission hereby authorizes Port staff to award and execute contracts with Eagle Environmental Construction and Environmental Logistics for hazardous waste disposal services, each contract in an amount not to exceed \$187,500 for an initial term of three years, with the Port's option to extend each contract for one additional year and increase the contract by an amount not to exceed \$75,000; and be it further

RESOLVED, that the San Francisco Port Commission hereby authorizes Port staff to issue Contract Service Orders (CSOs) under each such contract to direct Eagle Environmental Construction and Environmental Logistics to perform work on specific projects without further Port Commission authorization.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of July 8, 2014.

Secretary



GENERAL SERVICES AGENCY CONTRACT MONITORING DIVISION

Edwin M. Lee, Mayor
Naomi M. Kelly, City Administrator



Maria Cordero, Director

ATTACHMENT A

MEMORANDUM

Date: June 26, 2014

To: Richard Berman, Project Manager, San Francisco Port

From: Boris Delepine, Contract Compliance Officer, CMD

Subject: RFP # 1314-01 Hazard Waste Disposal and Transportation Service

The Contract Monitoring Division (CMD) has reviewed the consultant proposals and supporting documentation for the above referenced project. Based on this review, CMD has determined that two of the three proposals were materially compliant with the pre-award 14B requirements.

Pre-Award Documents

CMD is deeming Clean Harbors non-responsive for listing a LBE contractor, Environmental Innovations Corporation, to perform a scope of work for which the LBE firm is not certified. Clean Harbors listed Environmental Innovations Corporation (EIC) as a supplier of personal protective equipment (PPE). EIC is not certified as a supplier of PPE materials and cannot be used to meet the 8% LBE subcontracting goal.

Ratings Bonus

The following proposer applied for and was granted the following ratings bonus:

Proposer Name	Ratings Bonus %
Eagle Environmental Construction	10%

Score Sheets and Score Tabulations

CMD has reviewed the score sheets submitted by the panelists. According to the score tabulations submitted by Port staff the final rankings are as follows:

Firm	Rank
Eagle Environmental Construction	1
Environmental Logistics Inc.	2

The RFP states that the two highest ranked proposers will be eligible for award of a contract.

Eagle Environmental Construction met the 8% LBE subconsulting goal by listing the following LBE firms:

Consultant	Service	% of Work
LEEG & Company (MBE)	Trucking/Disposal	6%
Environmental Innovations Corporation (MBE)	Engineering Services	5%
TOTAL		11%

The second proposer Environmental Logistics Inc. met the 8% LBE subcontracting goal by listing the following LBE firms:

Consultant	Service	% of Work
ECO Bay Services (OBE)	Asbestos/Lead Abatement and disposal	8%
MCD Trucking (MBE)	Hazardous and Non-Hazardous waste trucking and disposal	2.9
TOTAL		10.9%

Based on the foregoing, CMD has determined that Eagle Environmental Construction and Environmental Logistics Inc. complied with the pre-award 14B requirements and are eligible for the award of this contract.

Should you have any questions, or if I can be of any further assistance, please do not hesitate to contact me at 554-7554.



MEMORANDUM

July 2, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *M. Moyer*
Executive Director

SUBJECT: Request Authorization to Award Construction Contract 2758R, Bayview Gateway Park Project, to Bauman Landscape & Construction, Inc., in the amount of \$3,667,925, and authorization for a contract contingency fund of 10% of the contract amount (or \$366,793) for unanticipated contingencies, for a total authorization not to exceed \$4,034,718

DIRECTOR'S RECOMMENDATION: Adopt Attached Resolution

Executive Summary:

Port staff requests that the Port Commission authorize the award of construction Contract 2757R, the Bayview Gateway Park Project ("Project"), to Bauman Landscape & Construction, Inc. ("Bauman"), the lowest responsive, responsible bidder, in the amount of \$3,667,925, and authorize a contract contingency fund of 10% (or \$366,793) for unanticipated contingencies, for a total authorization not to exceed \$4,034,718. The construction Project will create the Bayview Gateway, a new 1.5 acre public open space along the southern bank of Islais Creek, between 3rd Street and Illinois Street, and Cargo Way to the south (See Exhibits "A", Vicinity Map, and "B", Site Plan). The new park is part of the Blue Greenway, a collection of open spaces along the Port's Southern Waterfront. The park will also create the sites for the forthcoming Bayview Gateway Art at 3rd and Cargo Streets, a San Francisco Art Commission project for permanent display on each side of Third Street.

Construction is fully funded by the 2008 Clean & Safe Neighborhood Parks General Obligation Bond which allocated \$22.5M to Blue Greenway improvements. Construction is expected to start in August and be complete by the summer of 2015.

THIS PRINT COVERS CALENDAR ITEM NO. 11A

Strategic Objective:

Continue enhancement of the Port's portfolio for the benefit of local and regional users and global visitors. Create an opportunity for open space along the waterfront at a rate of one every seven minutes walked. Additionally, create contract opportunities for small and local business enterprises.

Background:

The Port Commission, at its meeting on Tuesday, December 12, 2013, authorized staff to advertise for construction bids for Contract No. 2758, Bayview Gateway and Tulare Park Project (Port Commission Resolution 13-48). The construction bid combined both the Bayview Gateway, a new public open space to be located on the south bank of Islais Creek, and improvements to Tulare Park, an existing public open space on the north bank of the creek, into a single construction contract. The projects were combined in an attempt to realize economies of scale and eliminate conflict between multiple contractors working in the same area of the creek. The final engineer's construction cost estimate was \$3,679,000 for both parks (\$2,879,000 for Bayview and \$800,000 for Tulare).

Port staff published the advertisement for bids on March 5, 2014, conducted an optional Pre-Bid Meeting on March 26, 2014, and opened bids on May 14, 2014, ten weeks after advertisement. Staff received only two bids, one of which was deemed non-responsive. The sole responsive bid was submitted by Shimmick Construction for the amount of \$5,152,000, approximately 40% above the engineer's estimate and considerably more than the available funding.

Staff evaluated the potential causes for a single high bid and concluded that the primary reason was contractor's perceived risk associated with pile driving and working in close proximity to the SFPUC force main at Tulare Park. The 60-Inch diameter force main is the primary outfall conveying treated sewage from the City's Southeast Treatment Plant. It runs directly through Tulare Park at shallow depth and along the bank of the creek. The design and alignment for the proposed pedestrian bridge walkway evolved in direct response to the force main, and staff, working together with SFPUC, developed contract requirements for working near the force main including work restrictions and a contingency plan in event of a leak. Staff believes that, given the small size of the job, most contractors were not willing to take on the risk of their work damaging the force main. Furthermore, staff concluded that construction costs are escalating rapidly and that even with additional competition, bids would likely be considerably higher than the estimate.

After consulting with the Executive Director, Interim Chief Harbor Engineer, and Deputy Director of Finance and Administration, it was decided to rebid Bayview Gateway by itself and revisit the design for Tulare Park to seek risk reduction associated with construction near the SFPUC force main. Because of a restriction on in-water work starting at the end of November and lasting until June, it was imperative that the Bayview Gateway be rebid as soon as possible to make the current work window.

Staff modified the contract documents to eliminate Tulare Park and rebid Bayview Gateway as Contract No. 2758R, on Friday, May 30, 2014. The engineer's construction

estimate was revised to \$3,300,000, an increase of approximately 15% over the original estimate, to account for escalation and smaller scale of work. Bids were opened twelve days later on Wednesday, June 11. Staff received five bids, two from the prior bidders and three from new bidders, ranging from \$3.7M to \$4.2M with a median of \$4M. The lowest bid was submitted by Bauman Landscape & Construction, Inc., for the amount of \$3,667,925, approximately 11% above the revised estimate (and 27% above the original estimate). Staff reviewed Bauman's bid and have determined that the bid is responsive and that Bauman and their subcontractors are responsible contractors that meet the minimum qualifications. Bauman is a San Francisco Local Business Enterprise that recently completed the park work at the Brannan Street Wharf (as a subcontractor to Dutra) and is currently completing the park work at the Cruise Terminal (as a subcontractor to Turner). Bauman's bid includes subcontractor's Dutra Construction, Inc. for the marine work and Zaccor Companies, Inc. for the wharf demolition, both of which have successfully performed work on numerous Port projects.

Local Business Enterprise

The Contract Monitoring Division ("CMD") enforces the City's Administrative Code Chapter 14B, the Local Business Enterprise and Non-Discrimination in Contracting Ordinance. The ordinance establishes 10% bid discounts for LBE prime contractors and empowers CMD to set LBE subcontractor participation goals based upon availability of LBE firms to complete the type of work included in the contract. For this contract, CMD staff established a Local Business Enterprise ("LBE") subcontractor participation goal of 12% of the bid amount.

Of the five bidders, three are certified LBE contractors including the low bidder, Bauman. On June 16, 2014, CMD staff determined that Bauman's bid satisfied the LBE subcontracting goal and is eligible for the award of the contract (see Exhibit "D"). Bauman's LBE subcontractor participation for this contract is 12% and includes Zaccor Companies, an LBE demolition contractor located in the Southern Waterfront at Pier 96. While the goal does not apply to prime contractor work, it is noted that Bauman is an LBE contractor and will be self-performing approximately 68% of the contract work resulting in nearly 80% of the work being performed by certified LBE firms.

San Francisco Local Hiring Policy for Construction

The proposed contract includes the requirement for the contractor to hire locally in accordance with the City's Local Hiring Policy for Construction, which became effective on March 25, 2011 (Administrative Code Section 6.22(G)). The mandatory Policy sets the minimum Local Resident participation level in terms of Project Work Hours within each trade, with certain trades being exempt. In the Policy's first year, the mandatory local hiring requirement was 20% by trade, increasing annually by 5% each subsequent year on March 25. The Policy is currently under a legislative review period that began after the 3rd year with the requirement held at the 30% level.

This contract requires 30% of Project Work Hours within each trade to be performed by Local Residents with a goal of no less than 15% of Project Work Hours within each trade to be performed by Disadvantaged Workers. By submitting a bid, Bauman has agreed to comply with the policy and to ensure that subcontractors of all tiers also comply. Port staff will not issue a Notice to Proceed until Bauman has submitted a Local Hiring Workforce

Projection and Local Hiring Plan to the Office of Economic and Workforce Development ("OEWD"). During the contract period, OEWD may monitor for compliance with the ordinance.

Regulatory Permits

All regulatory approvals have been secured or substantially completed. Where an approval is still pending, Port staff will secure the final approval prior to authorizing the Contractor to perform that portion of work. Below is a list of major required regulatory approvals and status.

California Environmental Quality Act (CEQA): The San Francisco City Planning Department approved a Final Mitigated Negative Declaration for Port 2008 Proposition A Open Space Improvements on October 30, 2009. The Bayview Gateway was specifically included in the Final Declaration.

Bay Conservation and Development Commission (BCDC): The Bayview Gateway Project is a requirement of the America's Cup 34 Major Permit # 2012-001, dated June 12, 2012. Project plans have been submitted for design and engineering review and approval by BCDC staff.

San Francisco Bay Regional Water Quality Control Board (RWQCB): A Joint Aquatic Resources Permit Application for both Bayview Gateway and Tulare Park was filed on May 14, 2013. The RWQCB has reviewed, commented and issued a conditional 401 Water Quality Certification on December 3, 2013.

US Army Corps of Engineers (CORPS): A Joint Aquatic Resources Permit Application for both Bayview Gateway and Tulare Park was filed on May 14, 2013. The application is being processed pursuant to Section 10 of the Rivers and Harbors Act of 1899 and Section 404 of the Clean Water Act of 1973. On April 7, 2014, the CORPS initiated informal Section 7 consultation with NOAA National Marine Fisheries Service (NMFS) for compliance with the Endangered Species Act of 1973. Staff have included appropriate compliance measures in the Contract and expect final approval by the end of July, 2014. No in water work can commence without this approval.

California Public Utilities Commission (CPUC): CPUC approval of the Bayview Gateway pedestrian railroad crossing is in process. A diagnostic meeting with CPUC, Union Pacific, and SF Bay Rail was held in March 2013 to determine the acceptable treatments for the crossing. Final approval is expected in fall of 2014.

Port of San Francisco: Building Permit and Encroachment Permit are in process and expected to be secured by the end of July.

San Francisco Fire Department: Fire house No. 25 is located within the Bayview Gateway area. The Project will modify the area adjacent to the building entry and parking lot. Port Staff coordinated with Fire Department personnel during design and will continue coordination during construction.

Climate Action:

The potential for sea level rise is a concern for all projects along the waterfront and must be considered for any capital improvement project. On June 13, 2014, the City released a Draft version of the forthcoming Guidance for Incorporating Sea Level Rise into Capital Planning in San Francisco. While planning and design for this Project occurred prior to the Guidance, the Project design is largely consistent with the recommendations.

The area around Islais Creek in the vicinity of the Project is low lying, mostly flat land created in the 1920s by filling the Bay and channelizing the Creek. The Project itself fronts the Creek between two existing bridges, the Islais Creek Bridge on the west and the Illinois Street Bridge on the east. The bridge approaches are high points and the approximately 240 feet of creekside between them lies at a slightly lower elevation, just below the current 100 year flood elevation and comfortably above all tidal events. While low lying, this area has not experienced flooding.

The design life for this Project is fifty years and it has been designed to remain functional and provide protection from Bay tidal flooding through 2065 based upon sea level rise protections of 16 inches at 2050 and 55 inches at 2100 (currently accepted guidance based on higher level of projections). The Project increases flood protection by raising the creekside elevation by approximately two feet through a combination of walkway structure and seawall modification.

Should sea levels rise as projected, tidal flooding will begin impacting the Islais Creek area shortly after 2050 with regular and severe flooding by 2100. By that time, the Project improvements will be at the end of their useful life. An overall adaptation strategy must be developed including the area of this Project, 3rd Street Bridge, Illinois Street Bridge, the Fire Station, and Piers 92, 94 & 96. The park will need to be re-envisioned to fit with the selected overall strategy.

Funding:

The construction contract and 10% contingency is fully funded from the 2008 Clean & Safe Neighborhood Parks General Obligation Bond.

Schedule:

The following is the anticipated Project schedule:

Commission Authorization to Award	July 8, 2014
Estimated Notice to Proceed (NTP)	August 11, 2014
Estimated Substantial Completion (210 Days)	March 9, 2015
Estimated Final Completion (60 Days)	May 9, 2015

Summary:

Port staff recommend that the Port Commission authorize the award of construction Contract No. 2758R, Bayview Gateway Park Project, to Bauman Landscape & Construction, Inc., the lowest responsive, responsible bidder, in the amount of \$3,667,925 and further authorize staff to increase the contract amount, through contract

modification or change order, if needed for unanticipated contingencies, by an additional \$366,793 (10% of the contract amount), to a total amount not to exceed amount of \$4,034,718. Bauman is an LBE contractor and CMD has determined that their bid, which includes 12% LBE subcontractor participation, meets the requirements of Administrative Code Chapter 14B. Bauman has also committed to meet the requirements of the City's Local Hiring Policy for Construction which require 30% of Project Work Hours within each trade to be performed by Local Residents. Port staff also recommend that the Port Commission authorize the Executive Director to accept the work once it is complete.

Prepared by: Steven Reel, Project Manager
Engineering Division

For: Eunejune Kim, Chief Harbor Engineer
Engineering Division

Exhibits

- A: Vicinity Map
- B: Site Plan
- C: Bid Summary
- D: CMD Review Memorandum

**PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 14-47

- WHEREAS, Port staff seeks authorization to award construction Contract No. 2758R, Bayview Gateway Park Project (the "Project"); and
- WHEREAS, the Project is located in the Southern Waterfront along the south bank of Islais Creek between 3rd and Illinois Streets and Cargo Way to the south; and
- WHEREAS, the Project will construct the Bayview Gateway, a new 1.5 acre public open space in an area currently fenced off to the public and consisting of a dilapidated timber wharf and asphalt covered vacant land; and
- WHEREAS, the Port Commission previously authorized the advertisement of construction Contract No. 2758, Bayview Gateway and Tulare Park Improvement Project (Port Commission Resolution 13-48) at its meeting on December 12, 2013; and
- WHEREAS, after a ten week advertisement period, Port staff opened bids for Contract No. 2758 on May 14, 2014, and received only one responsive bid in the amount of \$5,152,000, 40% higher than the Engineer's Estimate; and
- WHEREAS, Port staff evaluated the reasons for low bidder turnout for Contract No. 2758 and determined that perceived risk associated with construction in the vicinity of the active SFPUC force main in Tulare Park was the primary reason; and
- WHEREAS, Port staff further determined that recent and continuing cost escalation in the local construction market was not fully considered in the original Engineer's Estimate; and
- WHEREAS, Port staff chose to rebid the Bayview Gateway Park Project by itself and increase the budget by using funding allocated for Tulare Park Improvements; and
- WHEREAS, Port staff are jointly working with SFPUC to consider additional options to improve Tulare Park; and
- WHEREAS, Port staff advertised construction Contract No. 2758R, Bayview Gateway Park Project, on May 30, 2014, with a modified Engineer's Estimate of \$3,300,000 and the same Local Business Enterprise (LBE) subcontractor participation goal of 12%; and
- WHEREAS, on June 11, 2014, Port staff received five bids for Contract No. 2758R with the lowest bid submitted by Bauman Landscape & Construction, Inc.

modification or change order, if needed for unanticipated contingencies, by an additional \$366,793 (10% of the contract amount), to a total amount not to exceed amount of \$4,034,718. Bauman is an LBE contractor and CMD has determined that their bid, which includes 12% LBE subcontractor participation, meets the requirements of Administrative Code Chapter 14B. Bauman has also committed to meet the requirements of the City's Local Hiring Policy for Construction which require 30% of Project Work Hours within each trade to be performed by Local Residents. Port staff also recommend that the Port Commission authorize the Executive Director to accept the work once it is complete.

Prepared by: Steven Reel, Project Manager
Engineering Division

For: Eunejune Kim, Chief Harbor Engineer
Engineering Division

Exhibits

- A: Vicinity Map
- B: Site Plan
- C: Bid Summary
- D: CMD Review Memorandum

**PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 14-47

- WHEREAS, Port staff seeks authorization to award construction Contract No. 2758R, Bayview Gateway Park Project (the "Project"); and
- WHEREAS, the Project is located in the Southern Waterfront along the south bank of Islais Creek between 3rd and Illinois Streets and Cargo Way to the south; and
- WHEREAS, the Project will construct the Bayview Gateway, a new 1.5 acre public open space in an area currently fenced off to the public and consisting of a dilapidated timber wharf and asphalt covered vacant land; and
- WHEREAS, the Port Commission previously authorized the advertisement of construction Contract No. 2758, Bayview Gateway and Tulare Park Improvement Project (Port Commission Resolution 13-48) at its meeting on December 12, 2013; and
- WHEREAS, after a ten week advertisement period, Port staff opened bids for Contract No. 2758 on May 14, 2014, and received only one responsive bid in the amount of \$5,152,000, 40% higher than the Engineer's Estimate; and
- WHEREAS, Port staff evaluated the reasons for low bidder turnout for Contract No. 2758 and determined that perceived risk associated with construction in the vicinity of the active SFPUC force main in Tulare Park was the primary reason; and
- WHEREAS, Port staff further determined that recent and continuing cost escalation in the local construction market was not fully considered in the original Engineer's Estimate; and
- WHEREAS, Port staff chose to rebid the Bayview Gateway Park Project by itself and increase the budget by using funding allocated for Tulare Park Improvements; and
- WHEREAS, Port staff are jointly working with SFPUC to consider additional options to improve Tulare Park; and
- WHEREAS, Port staff advertised construction Contract No. 2758R, Bayview Gateway Park Project, on May 30, 2014, with a modified Engineer's Estimate of \$3,300,000 and the same Local Business Enterprise (LBE) subcontractor participation goal of 12%; and
- WHEREAS, on June 11, 2014, Port staff received five bids for Contract No. 2758R with the lowest bid submitted by Bauman Landscape & Construction, Inc.

("Bauman"), for the amount of \$3,667,925, approximately 11% above the revised estimate (and 27% above the original estimate); and

WHEREAS, Port staff and the Construction Monitoring Division ("CMD") staff reviewed the bids and determined that Bauman is the lowest responsive, responsible bidder for the Project; and

WHEREAS, Bauman is an LBE contractor and their bid commits 12% to LBE subcontractor participation which satisfies the subcontracting goal of 12% established by the CMD; and

WHEREAS, the construction contract will require compliance with the City's Local Hiring Policy for Construction Ordinance (Administrative Code Section 6.22(G); and

WHEREAS, funds for the Project are from the 2008 Clean and Safe Neighborhood Parks Bond; now, therefore be it

RESOLVED, that the Port Commission hereby authorizes Port staff to award construction Contract No. 2758R, Bayview Gateway Park Project, to Bauman Landscape & Construction, Inc., the lowest responsive, responsible bidder, for the amount of \$3,667,925; and be it further

RESOLVED, that the Port Commission hereby authorizes Port staff to increase the contract amount, through contract modification or change order if needed for unanticipated contingencies, by an additional \$366,793 (10% of contract amount) for a total amount not to exceed \$4,034,718; and be it further

RESOLVED, that the Port Commission hereby authorizes the Executive Director to accept the work once it is complete.

I hereby certify that the foregoing resolution was adopted by the San Francisco Port Commission at its meeting of July 8, 2014.

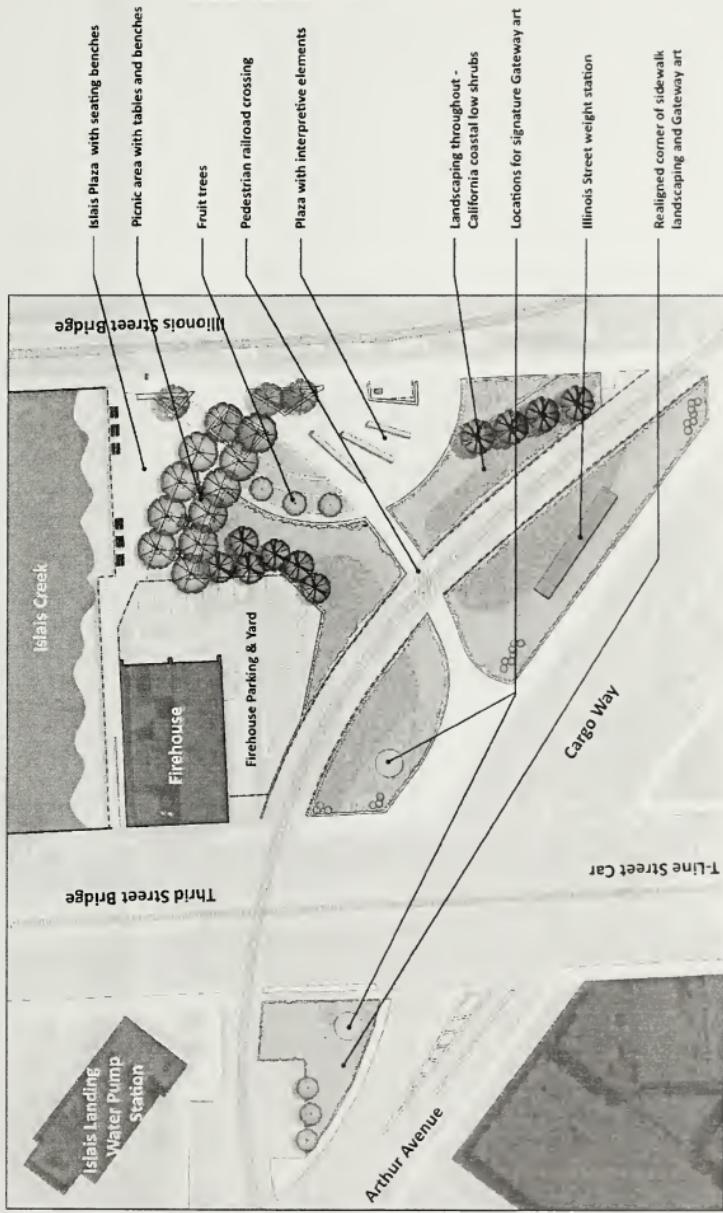
Secretary

ATTACHMENT A – Vicinity Map

Warehouse



ATTACHMENT B – Site Plan



BID TABULATION

BID OPENING DATE	06/11/14 IN PIER 1, SAN FRANCISCO		
CONTRACT NUMBER	2758R (RE-BID)		
PROJECT NAME	Bayview Gateway Park Project		
LBE GOAL:	12%	ANNOUNCED	TOTAL NUMBER OF CALENDAR DAYS
NUMBER OF BIDDERS:	05	BUDGET:	210

BIDDER ID NO.	BID AMOUNT	APPARENT BLD RANK	BIDDER INFORMATION
1	3,667,925	1	BAUMAN LANDSCAPE AND CONSTRUCTION INC. MIKE BAUMAN, PRESIDENT 1255 BATTERY ST., SUITE 400 SAN FRANCISCO, CA 94111 415-447-4800 ESTIMATING@BAUMANLAND.COM
2	4,201,000	5	SHIMMICK CONSTRUCTION CO., INC. JEFFERY C. LESSMAN, EXECUTIVE VICE-PRESIDENT 8201 EDGEWATER DRIVE #202 OAKLAND, CA 94621 510-777-5000 Email: JGANEM@SHIMMICK.COM
3	4,010,000	3	ROEBUCK CONSTRUCTION INC. RUARI MURPHY, PRESIDENT 1780 OARDALE AVE. SAN FRANCISCO, CA 94124 415-255-11506 RUARI@ROEBUCKSF.COM
4	3,944,995	2	ANVIL BUILDERS, INC. HIEU MANH TRAN, CEO & PRESIDENT 1475 DONNER AVE, 2 ND FL. SAN FRANCISCO, CA 94124 415-285-5000 Email: ESTIMATING@ANVILBUILDERS.COM

Attachment C - Bid Summary, Page 2 of 2

BIDDER INFORMATION			
BIDDER ID NO.	BID AMOUNT	APPARENT BID RANK	BIDDER INFORMATION
5	4,056,000	4	WEST BAY BUILDERS PAUL THOMPSON, PRESIDENT 250 BEL MARIN KEYS BLVD, BUILDING A NOVATO, CA 94994 415-456-8972 PAULT@WESTBAYBUILDERS.COM



OFFICE OF THE CITY ADMINISTRATOR CONTRACT MONITORING DIVISION



Edwin M. Lee, Mayor
Naomi M. Kelly, City Administrator

Maria Cordero, Director

MEMORANDUM

Date: June 18, 2014

To: Steven Reel, Project Manager Port of San Francisco

From: Boris Delepine, Contract Compliance Officer, CMD

Subject: 2758R Bayview Gateway Park Project Award

[Handwritten Signature]

The Contract Monitoring Division ("CMD") has reviewed the bids submitted for the above-referenced project and determined responsiveness to Chapter 14B pre-award requirements. Below is a summary of the bid review.

LBE Bid Discount

The following bids were received for the above referenced project.

Bidder	Base Bid	LBE Bid Discount	Adjusted Bid
Bauman Landscape and Construction	\$3,667,925	10%	\$3,301,132
Roebuck Construction	\$4,010,000	10%	\$3,609,000
Anvil Builders	\$3,944,995	10%	\$3,550,496
West Bay Builders	\$4,056,000	N/A	\$4,056,000
Shimmick Construction	\$4,201,000	N/A	\$4,201,000

LBE Subcontractor Participation

The low bidder, Bauman Landscape and Construction, met the 12% LBE subcontractor participation goal by listing the following LBE firms:

Subcontractor	Scope of Work Listed	Status	Listed Amount	Amount Credited	Participation (based on credited amount)
Zaccor Companies	Demolition	LBE-OBE	\$455,400	\$455,400	12.14%
		TOTAL	\$455,400	\$455,400	12.14%

Based on the foregoing CMD has determined that Bauman Landscape and Construction complied with the pre-award CMD 14B requirements. Should you have any questions, or if I can be of further assistance, please do not hesitate to contact me at 415-554-7554 or boris.delepine@sfgov.org.



MEMORANDUM

July 2, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer
Executive Director

SUBJECT: Informational presentation on the *City & County of San Francisco's Draft Guidance for Incorporating Sea Level Rise into Capital Planning in San Francisco: Assessing Vulnerability, Risk, and Adaptation* (Draft SLR Guidance)

DIRECTOR'S RECOMMENDATION: Informational Only – No Action Required

INTRODUCTION

Port staff has previously presented to the Port Commission on the Port's Climate Action Plan (1/14/14) and the Port of San Francisco's Historic Seawall, Where the City Meets the Bay (9/24/13). The Port Commission has requested periodic updates regarding climate change issues affecting the Port. Today's presentation provides an update on the Port's involvement with the City's sea level rise assessment and adaptation planning efforts. In addition, the most current sea level rise estimates and existing regulatory guidance will be discussed.

EXECUTIVE SUMMARY

Seas are rising globally due to climate change and will continue to rise at an accelerating rate for the remainder of the 21st century. As a consequence, San Francisco will experience more frequent and severe coastal flooding than in the past. Areas that currently experience infrequent flooding will be inundated more often and more areas along our shorelines will be exposed to periodic flooding than in the past or today. As new infrastructure projects are planned along the shoreline, or existing assets are modified or improved, flooding due to rising sea levels – in combination with storm surge and wave run up must be evaluated.

THIS PRINT COVERS CALENDAR ITEM NO. 12A

At Mayor Edwin Lee's direction, an inter-departmental task force, referred to as SF Adapt, has been formed to assess the potential impacts of climate change on the City. A Sea Level Rise Committee of SF Adapt was tasked with developing guidelines for incorporating sea level risk into capital planning for the City. Port staff has participated in this Sea Level Rise Committee, which developed draft *Guidance for Incorporating Sea Level Rise into Capital Planning in San Francisco: Assessing Vulnerability, Risk and Adaptation* ("Draft SLR Guidance" that is currently under review by participating City Departments and the City's Capital Planning Committee. The Draft SLR Guidance is intended to be a "how to" guide for capital planners, presents the most up to date science on sea level rise and lays out four steps in the process for incorporating sea level rise into capital planning: 1) Science review; 2) Vulnerability assessment; 3) Risk assessment; and 4) Adaptation planning.

Port staff will continue to participate in SF Adapt and other City efforts to plan for sea level rise. Currently, Port staff is incorporating the Guideline's sea level rise estimates and approach into the planning, design and management of our infrastructure. As the Port develops a design for the seawall retrofit, staff will draft an option that enables the seawall to be elevated in the future to address sea level rise.¹

STRATEGIC OBJECTIVE

Preservation of the Port's portfolio is of paramount importance. The Port and its partners have invested over \$1 billion dollars in the last 20 years to create and maintain the portfolio for public enjoyment, quality of life and economic support of San Francisco and the region. Sea level rise will have a sizable effect on the Port's long-term ability to provide these immense benefits.

Formation of SF Adapt and its Sea Level Rise Committee represent early efforts in City-wide planning for adaptation to sea level rise. The Port's participation and leadership in this planning is critical. With a substantial portion of the City's waterfront infrastructure, including the seawall (into which MTA, BART, SFPUC and DPW assets connect) in Port jurisdiction, the Port is in a unique position to support City-wide collaboration on implementing the Draft SLR Guidance and other sea level rise adaptation planning. Sea level rise will be considered in the design of all the seawall seismic retrofit alternatives, and all long-term development projects

In the next iteration of the Port's 10-Year Capital Plan, Port staff will review capital project scoring criteria to ensure that capital project proposals that increase the Port's ability to adapt to sea level rise and climate change impacts will be prioritized as part of the Port's capital planning process. Port staff will use the Draft SLR Guidance to help inform the development of capital planning criteria and to perform sea level rise risk analysis for major capital projects consistent with the recommendations set forth the Draft SLR Guidance.

¹ The SFPUC recently designed the Calaveras Dam so that it could be elevated if needed in the future.

BACKGROUND

San Francisco is currently susceptible to coastal flooding and wave hazards along three sides of the city, with the Pacific Ocean to the west and San Francisco Bay to the north and east. Several areas along the shoreline already experience periodic inundation and erosion. Ocean Beach is subject to erosion from significant coastal storms and waves. The Port's Embarcadero is occasionally overtopped in several areas during the annual extreme high tides. San Francisco International Airport (SFO), experiences wave overtopping of flood protection structures and inundation of low-lying areas. Projected sea level rise will increase the frequency of flooding, extend the coastal flood hazard zone further inland, and accelerate shoreline erosion. Areas of the shoreline that have been filled, such as the Embarcadero, Mission Bay, SFO, and Treasure Island, are especially at risk, as rising sea levels may influence groundwater elevation, increasing subsidence and liquefaction hazards.

SF Adapt

Under Mayor Edwin M. Lee's leadership, the Department of the Environment, in partnership with the Public Utilities Commission and Planning Department, has convened an inter-agency Climate Adaptation Working Group also known as SF Adapt. Participating agencies include the City Administrators Office, the Port, SFO, the Department of Public Works, the Municipal Transportation Agency, the Department of Public Health, and the Department of Recreation and Parks.

SF Adapt was tasked with focusing on the City's most imminent adaptation concerns particularly sea level rise along coastal and bayside shorelines. Port staff has been participating in the Sea Level Rise Committee, which Mayor Lee instructed to prepare guidance for incorporating sea level rise into the capital planning process. Over the past year, this committee reviewed guidelines developed by other municipalities, evaluated the most recent climate change science, considered the regulatory policies on climate change planning in the San Francisco bay area, surveyed certain City projects likely to be impacted by sea level rise, and helped develop tools for adaptation planning and vulnerability assessment. The Sea Level Rise Committee produced *Guidance for Incorporating Sea Level Rise Into Capital Planning in San Francisco: Assessing Vulnerability, Risk, and Adaptation (DRAFT)* ("Draft SLR Guidance", June 13, 2014), which is provided as Appendix A to this Staff Report. A Project Planning Checklist was also created as a tool for project managers to use to implement the Draft SLR Guidance, which is provided as Appendix B to this Staff Report.

Capital Planning Committee

On May 12, 2014, the SF Adapt Sea Level Rise Committee presented the Draft SLR Guidance to the City's Capital Planning Committee (CPC), which makes recommendations to the Mayor and Board of Supervisors on all of the City's capital expenditures. At that time, the CPC recommended that all relevant City departments review and consider the Draft SLR Guidance and reconvene at a later date, to be determined.

The Draft SLR Guidance provides City departments with a step-by-step approach for considering sea level rise vulnerability, risk and adaptation planning within their

department Capital Plans. The CPC, in turn, will use the Draft SLR Guidance to review departments' Capital Plan strategies to address sea level rise vulnerabilities, risk and adaptation. Using the Draft SLR Guidance, all departments will rely on the same underlying science, tools (i.e., inundation maps), and methods, thereby increasing the potential for seamless collaboration and integration. If all departments follow this SLR Guidance when developing their individual Capital Plans, the combined Citywide Capital Plan will improve the resilience of San Francisco's public infrastructure projects to anticipated sea level rise.

While primary responsibility for developing resilient Capital Plans resides within each department, the CPC and the City Administrator's Office encourage collaborative planning across City agencies. By establishing a common approach to assessing vulnerabilities and risks to sea level rise in capital planning, the CPC intends to facilitate consistency and collaboration between City departments. This approach is most critical where adaptations to improve infrastructure and reduce vulnerability cross departmental borders. Designing seismic improvements to the City's seawall will require similar inter-departmental collaboration.

SEA LEVEL RISE ESTIMATES

The science associated with sea level rise is continually evolving. Although there is no doubt that sea levels have risen and will continue to rise faster over the coming century, it is difficult to predict with certainty how much sea level will rise by any given time in the future, and such projections are more uncertain over time (e.g. sea level by 2050 can be projected with greater confidence than sea level in 2100.) The Draft SLR Guidance draws on the best available sea level rise projections for California as of March 2013², as summarized below:

Sea Level Rise Estimates for San Francisco Relative to the Year 2000

Year	Projections	Ranges
2030	6 ± 2 in	2 to 12 in
2050	11 ± 4 in	5 to 24 in
2100	36 ± 10 in	17 to 66 in

This table presents the NRC Report's sea level rise estimates for San Francisco relative to the year 2000. The table presents the local projections (mean \pm 1 standard deviation). These projections (for example, 36 ± 10 inches in 2100) represent the *likely* sea level rise values based on a moderate level of greenhouse gas emissions and extrapolation of continued accelerating land ice melt patterns, plus or minus one standard deviation. The extreme limits of the ranges (for example, 17 and 66 inches for 2100) represent *unlikely but possible* levels of sea level rise utilizing both very low and

² In March 2013, the State of California adopted the 2012 National Research Council Report, "Sea-Level Rise for the Coasts of California, Oregon, and Washington: Past Present and Future" as the best available science on sea level rise for the state and published guidance on incorporating sea level rise into state planning. The California Coastal Commission also supported the use of the NRC Report as best available current science.

very high emissions scenarios and, at the high end, including significant land ice melt that is not anticipated at this time but could occur. The NRC Report is also notable for providing regional estimates of relative sea level rise for the west coast which include the sum of contributions from the local thermal expansion of seawater, wind driven components, land ice melting, and vertical land motion. The chief differentiator among relative sea level rise projections along the west coast derives from vertical land motion estimates, which show uplift (reducing relative sea level rise) of lands north of Cape Mendocino and subsidence (increasing relative sea level rise) of lands south of Cape Mendocino.

SEA LEVEL RISE GUIDANCE

SF Adapt Sea Level Rise Committee's Draft SLR Guidance identifies and describes four key steps for assessing and adapting to sea level rise in capital planning:

1. Sea Level Rise Science Review: What does the science tell us today?
2. Vulnerability Assessment: Which assets are vulnerable to sea level rise?
3. Risk Assessment: Which vulnerable assets are at greatest risk to sea level rise?
4. Adaptation Planning: For those assets at risk, what can we do to increase their resilience to sea level rise?

It also includes a detailed discussion of the recommended best adaptation planning process that City Departments should follow in applying these steps to capital planning. As understanding of the impacts of climate change evolves, the Draft SLR Guidance will be updated regularly, potentially every five years or as significant advancements in the science occur.

CURRENT STATE AND REGIONAL GUIDANCE

Public and private development and infrastructure projects located in the City's bay and ocean shoreline areas are regulated by local controls in the City's General Plan and Planning Code as well as by California's two coastal zone management agencies: the San Francisco Bay Conservation and Development Commission (BCDC) and the California Coastal Commission (CCC). These agencies are required to ensure that projects and plans subject to their jurisdiction avoid or minimize hazards related to sea level rise.

Land use along the Port of San Francisco waterfront is governed by the Port's Waterfront Land Use Plan, the San Francisco General Plan and BCDC³. In October 2011, BCDC adopted amendments to the San Francisco Bay Plan addressing sea level rise. This plan provides the most current policy on sea level rise for the waterfront. These policies require sea level rise risk assessments when planning in shoreline areas or designing larger shoreline projects. If sea level rise and storm surge levels that are expected to occur during the life of the project would result in public safety risks, the

³ BCDC has jurisdiction over the land lying between the Bay shoreline and a line drawn parallel to, and 100 feet from, the Bay shoreline known as the 100-foot shoreline band.

project must be designed to cope with flood levels expected by mid-century. If it is likely that the project will remain in place longer than mid-century, the applicant must have a plan to address the flood risks expected at the end of the century.

OTHER SEA LEVEL RISE PLANNING EFFORTS

In 2011-2012, the Port commissioned URS Corporation to prepare a sea level rise and adaptation study entitled "The Port of San Francisco Sea Level Rise and Adaptation Study" along the Port's northern shoreline (from Aquatic Park to Pier 54). The study considered existing conditions as well as 15" and 55" of sea level rise and a 100-year storm surge and wave event. Maps overlaying these scenarios were included for the Northern waterfront areas.

The effects of potential sea level rise are being considered in all current and proposed development within our jurisdiction, on a case by case basis.

Also, at the Port Commission's request, Port staff has established issues to be considered with respect to new projects (i.e. risk of erosion, inundation, or liquefaction, and potential adaptation or mitigation measures) and addressed in staff reports to the Commission on items to which sea level rise is relevant. In addition, Port staff has been working with San Francisco Planning and Urban Research (SPUR) and BCDC on a Mission Creek Adaptation Study, which is implementing the evaluation process recommended in the Draft SLR Guidelines and considering adaptation alternatives for the Mission Creek area. Port staff has also been working with the City's Risk Management department on review of the Federal Emergency Management Agency's Flood Insurance Rate Map mapping efforts, and contributing to the City's Hazard Mitigation Plan being prepared by the City's Department of Emergency Management.

For major neighborhood-scale planning efforts at Pier 70 and Seawall Lot 337, Port staff and Port development partners are incorporating plans to elevate portions of these sites to respond to sea level rise anticipated through 2100.

CONCLUSION

Participation in SF Adapt and the Sea Level Rise Committee has provided the Port a forum for considering how to evaluate risks associated with sea level rise and plan for adaptation in its capital planning efforts, as well as an opportunity to coordinate with other City Departments facing the same challenges. Sea level rise adaptation will become increasingly urgent for the Port and other City Departments, and coordination and collaboration will be imperative.

Port staff will continue to participate in SF Adapt and other City efforts to plan for sea level rise and will report back to the Commission accordingly. Currently, Port staff is incorporating the sea level rise estimates in the Draft SLR Guidance into the planning, design and management of Port infrastructure.

As indicated above, in the next iteration of the Port's 10-Year Capital Plan, Port staff will review capital project scoring criteria to ensure that capital project proposals that

increase the Port's ability to adapt to sea level rise and climate change impacts will be prioritized as part of the Port's capital planning process. Port staff will use the Draft SLR Guidance to help inform the development of capital planning criteria and to perform sea level rise risk analysis for major capital projects consistent with the recommendations set forth the Draft SLR Guidance.

Port staff welcomes feedback and further direction from the Port Commission as staff prepares to implement the Draft SLR Guidance and undertake additional long-range planning to address sea level rise.

Prepared by: Lauren Eisele
Senior Environmental Planner

For: Eunejune Kim, Chief Harbor Engineer
Engineering Division

Attachments

Exhibit A: *Guidance for Incorporating Sea Level Rise Into Capital Planning in San Francisco: Assessing Vulnerability, Risk, and Adaptation (DRAFT)*, Sea Level Rise Subcommittee of SF Adapt, June 13, 2014

Exhibit B: *Guidance for Incorporating Sea Level Rise Into Capital Planning in San Francisco: Assessing Vulnerability, Risk, and Adaptation, Appendix: Project Planning Checklist*

EXHIBIT A

GUIDANCE FOR INCORPORATING SEA LEVEL RISE INTO CAPITAL PLANNING IN SAN FRANCISCO: ASSESSING VULNERABILITY, RISK, AND ADAPTATION (DRAFT)

Prepared by the Sea Level Rise Committee of SF Adapt
for the San Francisco Capital Planning Committee¹

INTRODUCTION AND GOALS OF THIS GUIDANCE

Seas are rising globally due to climate change and will continue to rise at an accelerating rate for the remainder of the 21st century. As a consequence of rising sea level, San Francisco will experience more frequent and severe coastal flooding than in the past. Areas that currently experience infrequent flooding will be inundated more often and more areas along our shorelines will be exposed to periodic flooding than in the past or today. Sea level rise therefore poses a pervasive and increasing threat along San Francisco's shorelines. As new infrastructure projects are planned along the shoreline, or existing assets are modified or improved, flooding due to rising sea levels – in combination with storm surge and wave run up – must be evaluated.

This Guidance presents a framework for considering sea level rise within the capital planning process for the City and County of San Francisco (CCSF). The Guidance also outlines some key issues related to sea level rise adaptation planning; however, specific adaptation strategies and approaches are not provided. The range of available potential adaptation strategies is ever increasing, and selecting the appropriate adaptation measures requires site and project specific information that will best emerge at a departmental level, informed by this Guidance, and coordinated through the CCSF capital planning processes.

This Guidance provides direction from the Capital Planning Committee (CPC) to all departments on how to incorporate sea level rise into new construction, capital improvement, and maintenance projects. The Guidance identifies and describes four key steps for assessing and adapting to the effects of sea level rise in capital planning:

1. **Sea Level Rise Science Review:** What does the science tell us today?
2. **Vulnerability Assessment:** Which assets are vulnerable to sea level rise?
3. **Risk Assessment:** Which vulnerable assets are at greatest risk to sea level rise?
4. **Adaptation Planning:** For those assets at risk, what can we do to increase their resilience to sea level rise?

This document should be used by CCSF departments to guide the evaluation of projects considered for funding through the CCSF capital planning process. As with seismic and other natural hazards, an assessment of sea level rise vulnerabilities and a plan for addressing those vulnerabilities should be completed before a project is considered for funding.

¹ See Appendix 1 for the Sea Level Rise Committee Members

It should be noted that urban flooding – flooding that occurs inland when the storm sewer system exceeds its capacity – is not specifically addressed by this Guidance. Although sea level rise may exacerbate urban flooding, urban flooding is primarily related to precipitation. This Guidance focuses solely on the contribution of sea level rise to coastal flooding hazards. It is recognized, however, that some projects may require consideration of additional climate change impacts, such as changes in future precipitation events, in order to fully quantify climate change related vulnerability and risk.

THE CAPITAL PLANNING COMMITTEE AND PROCESS

The CPC makes recommendations to the Mayor and Board of Supervisors on all of the City's capital expenditures. The Committee is chaired by the City Administrator and includes all capital-intensive department heads as well as the President of the Board, the Planning Director, the Controller, and the Mayor's Budget Director.

Each year the CPC reviews and approves the City's Capital Budget and any issuances of long-term debt related to infrastructure projects. The CPC is also responsible for approving the City's 10-Year Capital Plan – a constrained long-term finance plan that prioritizes projects based on an approved set of funding principals. The Capital Plan provides a road map for ensuring the long-term safety, accessibility and modernization of San Francisco's public infrastructure and facilities. After the CPC approves the Capital Plan it is sent to the Board of Supervisors and the Mayor for final adoption.

This Guidance provides CCSF departments with a step-by-step approach for considering sea level rise vulnerability, risk and adaptation planning within their department Capital Plans. The CPC, in turn, will use this Guidance to determine whether department Capital Plans have adequately addressed sea level rise vulnerabilities, risk and adaptation. If all departments follow this Guidance when developing their individual Capital Plans, the combined CCSF Capital Plan will ensure the resilience of San Francisco's public infrastructure projects to anticipated sea level rise.

While primary responsibility for developing resilient Capital Plans resides within each department, the CPC and the City Administrator's Office (CAO) encourage and support collaborative planning across CCSF government. This Guidance facilitates the use of a common approach across all departments. The Guidance recommends using the same underlying science, tools (i.e., inundation maps), and methods, thereby increasing the potential for seamless collaboration and integration. This collaboration is most critical where infrastructure, and the adaptation plans needed to address the vulnerabilities of that infrastructure, cross departmental borders (see sidebars discussing Ocean Beach and the Bayside seawall).

It should be noted that the science related to understanding the impacts of climate change is continually evolving and advancing over time. Therefore, this Guidance will be revisited and updated at regular intervals, most likely every five years, or as significant advancements in the science occur.

SEA LEVEL RISE AND COASTAL HAZARDS

San Francisco is susceptible to coastal flooding and wave hazards along three sides of the city, with the open Pacific Ocean to the west and San Francisco Bay to the north and east. Several areas along the shoreline are already experiencing periodic inundation and erosion, including: Ocean Beach on the Pacific Coast, which is subjected to significant coastal storms and waves; the Port of San Francisco's Embarcadero, which is overtopped in several areas during the annual extreme high tides, or King Tides; and San Francisco International Airport (SFO), which experiences wave overtopping of flood protection structures and inundation of low-lying areas. Projected sea level rise will worsen these existing hazards by increasing the frequency of flooding, extending the coastal flood hazard zone further inland, and accelerating shoreline

erosion. Areas of the shoreline that have been filled, such as the Embarcadero, Mission Bay, SFO, and Treasure Island, are especially at risk, as rising sea levels may influence groundwater levels, resulting in increased subsidence and liquefaction hazards.

The following coastal flood hazards may increase due to sea level rise:

- **Daily tidal inundation:** as sea level rises, the amount of land and infrastructure subjected to daily inundation by high tides will increase. This would result in increased permanent future inundation of low-lying areas.
- **Annual high tide inundation (King Tides):** King Tides are abnormally high but predictable astronomical tides that occur approximately twice per year. King Tides are the highest tides that occur each year when the Moon and the Sun simultaneously exert their gravitational influence on the Earth (typically the two solstices). When King tides occur with winter storms, the effects are particularly pronounced and make these events more dramatic. King Tides result in temporary inundation, particularly associated with nuisance flooding, such as inundation of low-lying roads, boardwalks, and waterfront promenades. The Embarcadero waterfront (Pier 14) and the Marina area in San Francisco experience inundation under current King Tide conditions (see Port seawall sidebar, which highlights inundation that occurs under King Tides).
- **Extreme high tide inundation (storm surge):** When Pacific Ocean storms coincide with high tides, storm surge due to meteorological effects can elevate Pacific Ocean and San Francisco Bay water levels and produce extreme high tides, resulting in temporary inundation. Such storm surge events occurred on January 27, 1983, December 3, 1983, February 6, 1998, January 8, 2005, and December 31, 2006. Extreme high tides can cause severe inundation of low-lying roads, boardwalks, and promenades; exacerbate coastal and riverine flooding and cause upstream flooding; and interfere with stormwater outfalls. The Ocean Beach area is prone to inundation and erosion associated with extreme high tides and storm surge.
- **El Niño winter storms:** During El Niño² winters, atmospheric and oceanographic conditions in the Pacific Ocean produce severe winter storms that impact the San Francisco shorelines. Pacific Ocean storms follow a more southerly route and bring intense rainfall and storm conditions to the Bay Area.



Ocean Beach, on the open Pacific Coast of San Francisco, is subjected to extreme winter storm surge and wave conditions. The National Park Service and CCSF implemented a sand management project and placed over 70,000 cubic yards of sand south of Sloat Boulevard (completed in September 2012, photo above). By January 2013, the majority of the sand placed was eroded due to severe winter storm surge coupled with large waves (photo below).



Photo credit: Justin Vandever, California Beach Blog

² El Niño—Southern Oscillation (ENSO) is a natural oceanic-atmospheric cycle. El Niño conditions are defined by prolonged warming in the Pacific Ocean sea surface temperatures. Typically, this happens at irregular intervals of two to seven years, and can last anywhere from nine months to two years.¹



The Port's seawall is one of the most important coastal structures along the city's waterfront. The seawall serves as a retaining wall for the adjoining land, which is comprised of significant quantities of fill material that extends hundreds of feet landward from the seawall. The seawall serves as the primary structural support for the Port's piers and wharves, as well a large network of structures and utilities belonging to the Port and other local agencies such as MUNI, SFPU, and BART. The seawall's integrity and ability to provide structural support will decrease as sea levels rise. Coastal storm surge and wave hazards also pose a significant threat to the integrity of the seawall.



Photo credit: California King Tides Initiative

Tides are often elevated 0.5 to 3.0 feet above normal along the coast and wave setup can elevate water levels even further. El Niño winter conditions prevailed in 1977-1978, 1982-1983, 1997-1998, and 2009-2010. Typical impacts include severe inundation of low-lying roads, boardwalks and waterfront promenades; storm drain backup; wave damage to coastal structures and erosion of natural shorelines (see Ocean Beach sidebar which highlights the power of coastal erosion).

- **Ocean swell and wind-wave events (storm waves):** Pacific Ocean storms and strong thermal gradients can produce strong winds that blow across the ocean and the Bay. When the wind blows over long reaches of open water, large waves can be generated that impact the shoreline and cause damage. Typical impacts include wave damage along the shoreline, particularly to coastal structures such as levees, docks and piers, wharves, and revetments; backshore inundation due to wave overtopping of structures; and erosion of natural shorelines.

Physical damage from floods could include the following:

- **Inundation of facilities,** causing operational closures at critical transportation facilities such as SFO, the Port, BART, and various facilities operated by MTA.
- **Inundation and damage to various infrastructure** including buildings, roads, bridges, culverts, pump stations, support structures, parks, and open space.
- **Overland flooding** may block access to underground utilities, may damage electrical boxes and substations causing prolonged power outages, and may damage pump stations and other electrical equipment resulting in equipment failure.
- **Release of sewage and hazardous or toxic material** as wastewater treatment plants, storage tanks and other facilities are inundated and compromised.
- **Erosion of natural shorelines** and stream banks that may disrupt wetlands and natural habitats, and also undermine nearby facilities.

OUTLINE OF THIS GUIDANCE

Many state and local governments are already preparing for the impacts of climate change through "adaptation," the practice of planning for anticipated climate change and developing strategies to address potential impacts. Planning efforts can no longer rely on historical ocean levels, or even the rates of sea level rise observed over the past century. Instead, they must incorporate the latest climate science to determine how to protect and modify existing assets and design new assets to be more resilient to rising seas. Adaptation planning requires the consideration of uncertainty and risk, because the science supporting sea level rise and climate change projections has many underlying uncertainties. As such, a robust adaptation plan requires that potential adaptation strategies be revisited as the science progresses and projections are updated.

While adaptation planning can take many forms, the process of assessing sea level rise vulnerability and risk follows some basic steps (see Figure 1):

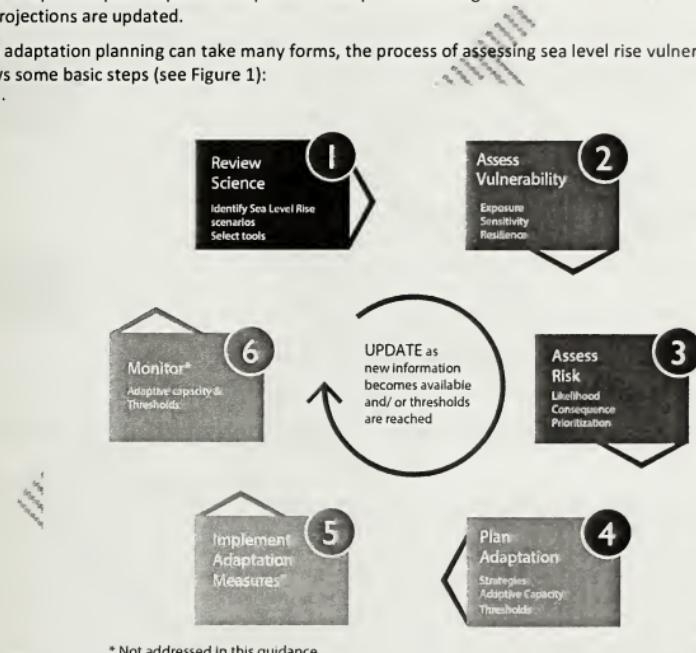


Figure 1. Sea Level Rise Vulnerability, Risk and Adaptation Planning Process

1. Sea Level Rise Science Review
 - a. Sea level rise estimates
 - b. Storm surge and waves
 - c. Sea level rise scenario selection
 - d. Sea level rise inundation mapping

2. Vulnerability Assessment



- a. Evaluate *exposure*: degree to which an asset is exposed (e.g., depth of flooding due to sea level rise, wave run up and/or storm surge)
 - b. Assess *sensitivity*: degree to which an asset is affected (e.g., temporary flooding causes minimal impact, or results in complete loss of asset or shut-down of operation)
 - c. Determine *resilience*: ability of an asset to adjust to climate change, to moderate potential damages, to take advantage of opportunities, or cope with the consequences
-

3. Risk Assessment



- a. Evaluate *consequence* to help set priorities for adaption planning (i.e., cost of reconstruction or repair, economic impact of disruption, length of disruption, irreversibility of impact)
-

4. Adaptation Planning



- a. Assess the *adaptive capacity* of the asset (i.e. can it be modified in the future to respond to new, higher sea level rise projections)
 - Identify adaptation strategies and approaches to protect assets and increase adaptive capacity
 - Prioritize strategies: where do they need to be implemented first, second, third, etc.
 - Timing of strategies: when do they need to be implemented
-

The following sections provide an overview of each of the above outlined steps above:

1. SEA LEVEL RISE SCIENCE REVIEW

Adaptation to sea level rise begins with an understanding of the current state-of-the-science on sea level rise³. The science associated with sea level rise is continually being updated, revised, and strengthened. Although there is no doubt that sea levels have risen and will continue to rise at an accelerated rate over the coming century, it is difficult to predict with certainty what amount of sea level rise will occur at any given time in the future. The uncertainty increases over time (e.g. the uncertainties associated with 2100 projections are greater than with 2050 projections) because of uncertainties in future greenhouse gas (GHG) emissions trends, the evolving understanding of the sensitivity of climate conditions to GHG concentrations, and the overall skill of climate models. Given these uncertainties, the sea level rise projections presented in this document for use in capital planning draw on the best available science on the potential effects of sea level rise in California as of January 2014.

³ See Appendix 3 for a summary of current sea level rise science

a. Sea Level Rise Estimates

In March 2013, the State of California adopted the 2012 National Research Council Report, *Sea-Level Rise for the Coasts of California, Oregon, and Washington: Past Present and Future* (NRC Report)⁴, as the best available science on sea level rise for the state and published guidance on incorporating sea level rise into state planning.⁵ The California Coastal Commission (CCC) also supported the use of the NRC Report as best available current science. The CCC also noted that the science of sea level rise is continually advancing, and future research may enhance the scientific understanding of how the climate is changing, resulting in the need to regularly update sea level rise projections⁶. The NRC Report includes discussions of historic sea level observations, three projections of likely sea level rise for the coming century, high and low extremes for sea level rise in the coming century, and consideration of local conditions along the California, Oregon, and Washington coast that contribute to “relative sea level rise” (see below). After the release of the both the NRC Report and the CCC Draft Guidance, the Intergovernmental Panel on Climate Change (IPCC) released its 5th Assessment Report (AR5), which provides updated consensus estimates of global sea level rise⁷.

Table 1 presents the NRC Report’s sea level rise estimates for San Francisco relative to the year 2000. The table presents the local *projections* (mean \pm 1 standard deviation). These projections (for example, 36 \pm 10 inches in 2100) represent the *likely* sea level rise values based on a moderate level of greenhouse gas emissions and extrapolation of continued accelerating land ice melt patterns, plus or minus one standard deviation⁸. The extreme limits of the *ranges* (for example, 17 and 66 inches for 2100) represent *unlikely but possible* levels of sea level rise utilizing both very low and very high emissions scenarios and, at the high end, including significant land ice melt that is not anticipated at this time but could occur. The NRC Report is also notable for providing regional estimates of *relative sea level rise* for the west coast which include the sum of contributions from the local thermal expansion of seawater, wind driven components, land ice melting, and vertical land motion. The chief differentiator among relative sea level rise projections along the west coast derives from vertical land motion estimates, which show uplift (reducing relative sea level rise) of lands north of Cape Mendocino and subsidence (increasing relative sea level rise) of lands south of Cape Mendocino.

⁴ *Sea-Level Rise for the Coasts of California, Oregon, and Washington: Past Present and Future*. Prepared by the Committee on Sea Level Rise in California, Oregon, and Washington; Board on Earth Sciences and Resources; Ocean Studies Board; Division on Earth and Life Studies; National Research Council 2012.

⁵ *State of California Sea-Level Rise Guidance Document*. Developed by the Coastal and Ocean Working Group of the California Climate Action Team (CO-CAT), with science support provided by the Ocean Protection Council’s Science Advisory Team and the California Ocean Science Trust. March 2013 Update.

⁶ California Coastal Commission Sea Level Rise Policy Guidance, Public Review Draft. October 14, 2013.

http://www.coastal.ca.gov/climate/slri/guidance/CCC_Draft_SLR_Guidance_PR_10142013.pdf

⁷ Climate Change 2013, the Physical Science Basis. Intergovernmental Panel on Climate Change, 2013.

www.ipcc.ch/report/ar5/wg1/

⁸ One standard deviation roughly corresponds to a 15%/85% confidence interval, meaning that there is approximately 15% chance the value will exceed the high end of the projection (46 inches for the 2100 example) and a 15% chance the value will be lower than the low end of the range (26 inches in the 2100 example).

Table 1: Sea Level Rise Estimates for San Francisco Relative to the Year 2000

Year	Projections	Ranges
2030	6 ± 2 in	2 to 12 in
2050	11 ± 4 in	5 to 24 in
2100	36 ± 10 in	17 to 66 in

Source: NRC (2012)

The NRC *ranges* are substantially higher than the global estimates presented in IPCC's AR5, while the *projections* in the NRC report are similar to IPCC estimates. At this time, the use of NRC projections and ranges as presented in this Guidance is appropriate for capital planning purposes because they encompass the best available science, have been derived considering local and regional processes and conditions, and their use is consistent with current state guidance (See Appendix 3). Approaches for using these figures in planning are provided in subsequent steps outlined below.

b. Storm Surge and Waves

Beyond mean sea level rise, consideration must also be given to storm surge, storm waves and wave run up along the San Francisco shorelines (see Figure 2).

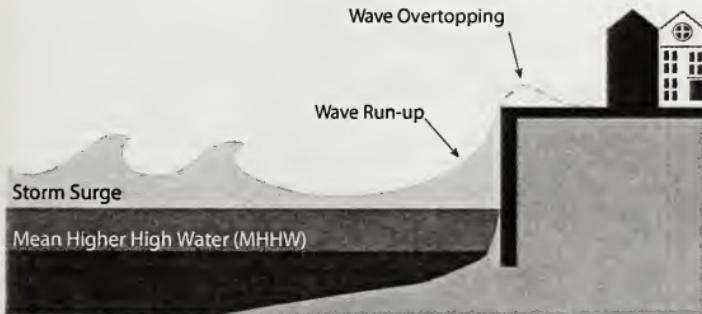


Figure 2. Storm Surge and Waves along the Shoreline

Understanding the additive impact of large waves and high tides to produce inundation and flooding is crucial for planning in the coastal environment. Table 2 provides an overview of factors in addition to sea level rise affecting existing water levels on the San Francisco open Pacific Coast and in San Francisco Bay.

Table 2: Factors that Influence Local Water Level Conditions in Addition to Sea Level Rise

Factors Affecting Water Level	Typical Range CCSF Pacific Shoreline a	Typical Range CCSF Bay Shoreline b	Period of Influence	Frequency
Tides	5 to 7 ft	5 to 7 ft	Hours	Twice daily
Storm Surge	0.5 to 3 ft	0.5 to 3 ft	Days	Several times a year
Storm Waves	10 to 30 ft	1 to 4 ft	Hours	Several times a year
El Niños (within the ENSO cycle)	0.5 to 3 ft	0.5 to 3 ft	Months to Years	Every 2 to 7 years

Sources: a) Typical ranges for tides, storm surge, and storm waves for the CCSF Pacific Coast: BakerAECOM 2012. Intermediate Data Submittal #1. Scoping and Data Review. San Francisco County, California. California Coastal Analysis and Mapping Project / Open Pacific Coast Study. Submitted to FEMA Region IX. February 13, 2012.

b) Typical ranges for tides, storm surge, and storm waves for the CCSF Bay shoreline: DHI. 2010. Regional Coastal Hazard Modeling Study for North and Central Bay. Prepared for FEMA. September 2010.

c. Sea Level Rise Scenario Selection

During project planning, the selection of the appropriate sea level rise scenario, or scenarios, for the vulnerability and risk assessment of a particular asset or set of assets can be challenging. Scenario selection is the first suggested step on the included checklist (see Appendix 5). There are several factors that should influence scenario selection:

- **Lifespan** – how long will the project be in use?
- **Location** – is the project located in a more exposed and vulnerable area or a more sheltered location?
- **Consequence of failure** – if the project is inundated, what are the overall consequences?

Capital project planners should consider all of the above as they evaluate sea level rise vulnerabilities and risks, and plan to accommodate or adapt to future sea level rise. They may choose to plan now for the high end of the uncertainty range (i.e., 66 inches by 2100) – particularly for critical assets that must maintain their function if inundated – or it may be appropriate to plan for the most likely scenario by 2100 (i.e., 36 ± 10 inches) while completing sensitivity testing and developing appropriate adaptation strategies that could accommodate higher sea level rise estimates. This approach accommodates uncertainties in the science and allows for flexibility should the higher-end of the sea level rise projections become more likely.

Although the sea level rise estimates presented in Table 1 are presented relative to specific time horizons (i.e., 2030, 2050, and 2100), these estimates can be interpolated for alternate time horizons (i.e., 2080) if needed to consider different project planning horizons (See Appendix 4).

d. Sea Level Rise Inundation Mapping

Inundation maps are a valuable tool for evaluating potential exposure to future sea level rise and storm surge conditions and the most up-to-date maps should be referenced during project planning and design. (Note that these maps, however, do not consider precipitation and runoff-driven flooding.) The maps are typically used to evaluate when (under what amount of sea level rise and/or storm surge) and by how much (what depth of inundation) an asset will be exposed. A variety of inundation maps exist today for evaluating potential future sea level rise exposure. At the time of publication of this Guidance, the following inundation maps represent state-of-the-art products and should be used by CCSF departments in planning near the San Francisco Bay and Pacific Coast shorelines. These inundation maps were prepared by the San Francisco Public Utilities Commission (SFPUC) in conjunction with the Sewer System Improvement Program (SSIP) and provide the highest resolution, most comprehensive inundation mapping to date for the entire

CCSF shoreline, with the exception of SFO which is located within San Mateo County. (Additional inundation map sources are available for SFO, such as the NOAA Sea Level Rise and Coastal Flooding Impacts Viewer⁹, or the Our Coast Our Future inundation maps¹⁰).

For the Pacific Coast shoreline (i.e., Westside):

SFPUC Westside Inundation Maps: SFPUC is producing sea level rise inundation maps for the open Pacific Coast shoreline (from the Golden Gate Bridge to the Westside CCSF/San Mateo County border). The inundation maps use a 1-meter horizontal grid resolution DEM¹¹ based on the 2010/2011 California Coastal Mapping Program (CCMP) LiDAR¹². Along the open Pacific Coast, the importance and magnitude of coastal storm surge and wave hazards (see Table 2) requires an approach that capture these dynamic processes as they propagate landward. The Westside inundation maps will leverage Federal Emergency Management Administration (FEMA) water level and storm surge data and coastal hazard analysis methods that consider shoreline types (i.e., sandy beaches, dunes, bluffs), presence of coastal structures, and erosion potential¹³. The inundation maps will include a range of sea level rise estimates from 12 inches to 66 inches, and will account for the dynamic overland water levels associated with sea level rise-driven changes to the 100-year coastal storm surge and wave hazards. These maps are anticipated to be published in June 2014.

For the San Francisco Bay shoreline (i.e., Bayside):

SFPUC Bayside Maps: SFPUC is producing sea level rise inundation maps for the contiguous CCSF Bay shoreline, including Treasure Island, but not including SFO (from the Golden Gate Bridge to the Bayside CCSF/San Mateo County border). The inundation maps will utilize a 1-meter horizontal grid resolution DEM based on the same 2010/2011 CCMP LiDAR used for the Westside inundation mapping. The water level analysis leverages data from FEMA's California Coastal Mapping and Analysis Project. Inundation maps will consider static sea level rise on top of mean higher high water (MHHW) in one-foot increments, as well as a range of storm surge and wave hazard events ranging from the 1-year to the 100-year storm surge event. These maps and the associated digital data are expected to be published in May 2014.

It should be noted that all inundation maps, including those produced by SFPUC for SSIP, are associated with caveats and uncertainties. Inundation maps, and the underlying associated analyses, are intended as planning level tools to illustrate the potential for flooding under future sea level rise and storm surge scenarios. Although this information is appropriate for conducting vulnerable and risk assessments, finer-grained information may be needed for detailed engineering design and implementation. The maps depict possible future inundation that could occur if nothing is done to adapt or prepare for sea level rise over the next century. The SFPUC SSIP maps relied on a 1-m digital elevation model created from LiDAR data

⁹ <http://csc.noaa.gov/slri/viewer/>

¹⁰ <http://data.prbo.org/apps/ocof/>

¹¹ The horizontal grid resolution of a digital elevation model (DEM) defines the scale of the features which are resolved within the terrain. In order to resolve levees, berms, and other topographic features which are important for impacting floodwater conveyance, a 1-meter resolution DEM is recommended. Coarser grid resolutions (i.e., 2-meter, 5-meter) may not fully resolve these features, resulting in an over estimation of potential inundation extents.

¹² LiDAR (Light Detection and Ranging) is a remote sensing technology that measures distance by illuminating a target with a laser and analyzing the reflected light. LiDAR is commonly used to create high-resolution terrain models, topography data sets, and topographic maps.

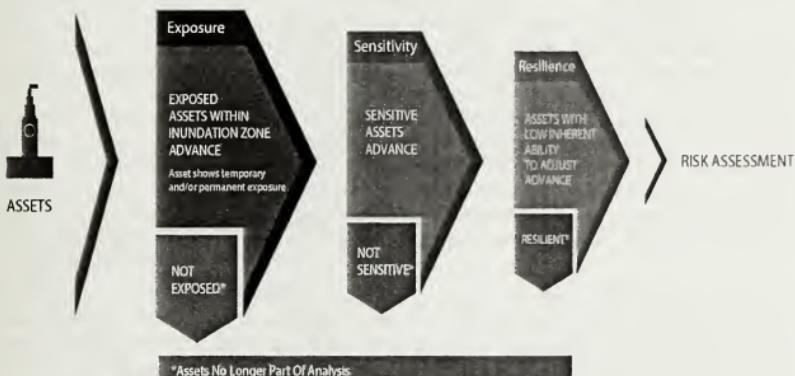
¹³ Federal Emergency Management Agency (FEMA) California Coastal Analysis and Mapping Project (CCAMP). See www.9coastal.org.

collected in 2010 and 2011. Although care was taken to capture all relevant topographic features and coastal structures that may impact coastal inundation, it is possible that structures narrower than the 1-m horizontal map scale may not be fully represented. The maps are based on model outputs and do not account for all of the complex and dynamic San Francisco Bay and Pacific ocean coastal processes or future conditions such as erosion, subsidence, future construction or shoreline protection upgrades, or other changes to the region that may occur in response to sea level rise.

2. VULNERABILITY ASSESSMENT

The vulnerability assessment phase utilizes the results of the climate science review, including inundation mapping, to help guide identification of the *exposure*, *sensitivity*, and *resilience* of an asset in order to understand that asset's vulnerability to sea level rise. By screening for vulnerability, the groundwork is laid for adaptation planning. Assets found to be vulnerable move on to the risk assessment and adaptation planning phases, while the analysis is complete in this phase for assets found not to be vulnerable.

Development and adoption of a standardized approach for performing a vulnerability assessment for both existing and future projects is critical to ensure that vulnerabilities are assessed consistently amongst all



CCSF departments.

Figure 3. Vulnerability Assessment Process

Each asset in a capital plan should be evaluated to identify these factors:

- Exposure: The exposure of an asset is the degree to which an asset is susceptible to hazards (i.e., depth of flooding due to sea level rise, storm surge and wave run up). Exposure can be evaluated based on the type, magnitude and duration of flooding by either selecting readily available inundation mapping at an appropriate scale and resolution, or by completing site-specific modeling and mapping of an accepted range of current and future sea level rise projections and storm surge conditions and wave hazards (including wave runup). Exposure can be evaluated by overlying the asset footprint with the inundation mapping and extracting the necessary information, such as depth of inundation, area inundated, and percent of area inundated. In addition, evaluation of multiple scenarios for static sea

level rise and/or storm surge and wave hazards can help determine asset vulnerability under a variety of future conditions. Assets that are not exposed do not need to be evaluated further in the vulnerability assessment.

- b. Sensitivity: Assets that are exposed should progress to the next step: evaluating the sensitivity of the asset to sea level rise impacts. Sensitivity is the degree to which an asset is affected (i.e., temporary flooding causes minimal impact, or results in complete loss of asset or shut-down of operation). For example, a roadway may be temporarily inundated under a storm surge scenario, but once the floodwaters recede, the roadway can resume useful service without the need for repair. Such a roadway would have a low sensitivity to periodic flooding; therefore it may not need to be carried further in the process. Assets with low sensitivity may still benefit from adaptation measures, such as infrastructure improvements and/or operational adjustments; therefore the inclusion or exclusion of exposed assets with low sensitivity should be considered on a case by case basis. On the other hand, an electrical substation may be taken completely out of service if it experiences even minor temporary inundation, requiring either major repairs or complete replacement. This asset would be considered highly sensitive to flood impacts and would be the subject of more complex analysis.
- c. Resilience: Finally, the asset's resilience is evaluated. As part of the vulnerability assessment, resilience is defined as the asset's *inherent* ability to adjust to sea level rise impacts, to moderate potential damage, to take advantage of opportunities, or to cope with the consequences without the need for significant intervention or modification. An asset with high resilience is less vulnerable to sea level rise impacts. For example, an asset that was designed and constructed with the ability to adapt may have a high degree of resilience. A boardwalk or building may have been designed with an ability to be easily raised in the future, or a floodwall may have been designed to accommodate future increases in height without the need for significant modifications. These assets are said to have "adaptive capacity" and therefore score high for resilience. (Adaptive capacity will also be an objective for some assets in the Adaptation Planning phase below). For transportation systems, the presence of redundancy in the system can also increase its inherent resilience. If one section of roadway is impacted by flooding but another section could provide at least a portion of the impacted level of service, the system is able to take advantage of existing opportunities to minimize impacts, and therefore might score high for resilience.

At the completion of the vulnerability assessment, each asset¹⁴, or project component, will have an associated rating (i.e., low, medium or high) for exposure, sensitivity, and resilience. The ratings are useful in the risk assessment phase for assessing the consequence of the vulnerabilities, and ultimately, in setting priorities for adaptation planning. Table 3 presents a simple example of a vulnerability assessment matrix for one sea level rise scenario. As part of the vulnerability assessment phase, the low, medium and high ratings must be defined using thresholds that are appropriate for the group of assets. For example, exposure thresholds can be defined using inundated depth or inundation duration.

The rating scale presented in Table 3 was developed so that a low score (1) is associated with limited exposure, minimal sensitivity, and high resilience to sea level rise. A low score for all three characteristics would result in an asset with very low overall vulnerability. A high score (3) would represent an asset that is significantly exposed, highly sensitive, or with limited resilience to sea level rise. A high score for all three

¹⁴ A project can be evaluated as a whole, if appropriate. For example, the project may consist of a single building or structure. More complex projects may be divided into a suite of assets, or project components, so that the project components can be assessed individually.

characteristics would result in a highly vulnerable asset. Thresholds for the ratings may vary based on different asset types and their tolerance for inundation.

Table 3: Example Vulnerability Matrix for One Sea Level Rise Scenario

Asset ^a	Exposure to 2050 Sea Level Rise ^b		Sensitivity ^b		Resilience ^c		Total Score
	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	
Asset #1	None	None	N/A	N/A	N/A	N/A	0
Asset #2	None	Low (1)	N/A	Low (1)	N/A	High (1)	3
Asset #3	Low (1)	Low (1)	Low (1)	Med (2)	Med (2)	Med (2)	9
Asset #4	Med (2)	Med (2)	Med (2)	High (3)	Low (3)	Med (2)	15
Asset #5	High (3)	High (3)	High (3)	Med (2)	Low (3)	Low (3)	17

As stated above, assets that are not exposed to sea level rise or storm surge do not need to be considered further as they are not impacted by the sea level rise stressors. Assets that score low for sensitivity or high for resilience may also not warrant further consideration at the risk assessment phase as these assets are either not sensitive to the sea level rise impacts, or they have a high ability to adapt without the need for the identification, design, and implementation of new adaptation strategies (see example Asset #2). On the other hand, Assets #3 through #5 in Table 3 are exposed, sensitive to some degree, and have moderate to low resilience to sea level rise. Because they are at risk, these assets must be considered in the risk assessment phase, during which the consequence determination is made. In sum, the vulnerability assessment will produce a final list of assets, or project components, that warrant further evaluation in the risk assessment phase.

Note that an evaluation of multiple sea level rise and storm surge scenarios to accommodate different time scales or different assumptions about sea level rise may be needed to adequately assess overall vulnerability and to provide useful information to inform the consequence rankings and adaptation planning.

3. RISK ASSESSMENT

Risk is typically evaluated by comparing the probability that impacts would occur (or *likelihood*) to the *consequence* of these impacts. However, likelihood can be difficult to quantify when considering sea level rise related impacts, as most current scientific studies cannot calculate the probability of a sea level rise projection occurring in any given year or at any particular level. Therefore, when assessing the risk associated with sea level rise vulnerabilities identified through the vulnerability assessment, the most important component of classical risk assessment methods is the evaluation of consequence.

Calculating the consequence of failing to address sea level rise for a particular asset or project is useful in prioritizing assets for adaptation planning. Consequence considers the magnitude of the impact that would occur under the selected sea level rise and storm surge scenarios. Information about the asset, such as its age, condition, and materials are often informative when considering the consequences. The questions below can be useful in framing the consequence of sea level rise related impacts.

- What is the level of damage to the asset? Can the asset be repaired, or would the asset require complete replacement?
- What is the cost to repair or replace the asset?
- Is there a disruption in service? If yes, what is the length of that disruption (i.e., hours, days, weeks)?
- What are the economic (or healthy and safety) costs associated with the disruption in service?
- Are there secondary impacts that need to be considered (i.e., costs to other sectors, such as the environment and public recreation)?

The best questions for framing consequence may vary depending on the department, and depend upon asset function or the type of service the asset provides (i.e., essential infrastructure, flood protection, health and safety, public access). The intent of the consequence determination is to develop a means to prioritize assets for adaptation plan development. It is not necessary (or useful) to use a consistent CCSF-wide approach for developing consequence ratings, as the desired outcome is to help prioritize a specific department's needs, and to inform its departmental Capital Plan.

Table 4 presents a simple example of a consequence matrix for one sea level rise scenario; however, additional consequence factors may also be considered in practice, such as factors that consider economics, secondary impacts, or interdependencies. Table 4 presents the same hypothetical assets subject to the vulnerability matrix in Table 3 above. As noted in Table 3, Asset #1 was not considered vulnerable (see Table 3), so it was not evaluated in the risk assessment phase. For this selection of assets, Asset #4 is associated with the highest consequence rating; therefore the development of an adaptation plan for Asset #4 may be a high priority. As part of the risk assessment phase, the low, medium and high ratings must be defined using thresholds that are appropriate for the department and the group of assets.

Note that an evaluation of multiple sea level rise and storm surge scenarios to accommodate different time scales or different assumptions about sea level rise may be needed to adequately assess consequences and to develop a prioritized list of short-term and long-term adaptation planning needs.

Table 4: Example Consequence Matrix for one Sea Level Rise Scenario

Asset	Damage		Cost (Repair/Replace)		Disruption		Total Score
	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	
Asset #1	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Asset #2	N/A	Low (1)	N/A	Med (2)	N/A	High (3)	6
Asset #3	Low (1)	Low (1)	Low (1)	Low (1)	Low (1)	Low (1)	6
Asset #4	Med (2)	High (3)	Med (2)	High (3)	Med (2)	High (3)	14
Asset #5	High (3)	High (3)	Low (1)	Med (2)	Low (1)	Low (1)	11

4. ADAPTATION PLAN DEVELOPMENT

During this phase, potential adaptation strategies are developed for assets or projects that are identified as vulnerable. The adaptation plan may focus on those assets or projects that also have a high consequence rating. Together, the vulnerability and consequence ratings can help a department develop a prioritized list of assets for adaptation strategy development and implementation. Given that the science of climate change is evolving, and sea level rise projections have a wide range of values, projects should adopt a

planning horizon based on project lifespan (see sea level rise scenario selection discussion) and include appropriate adaptation strategies to accommodate anticipated sea level rise.

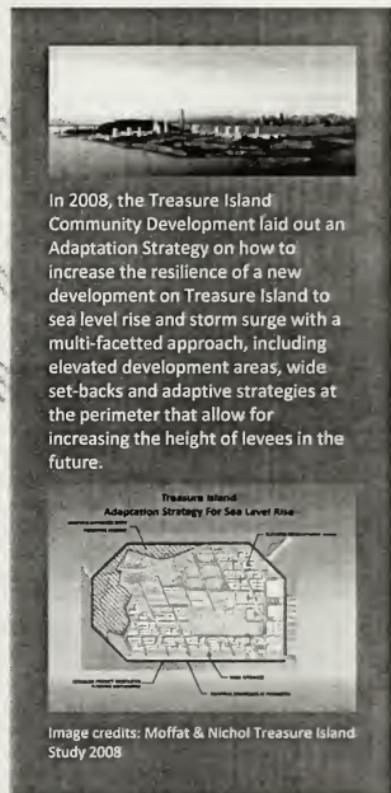
In many instances, it is not feasible or cost effective to design and build for long-term potential sea level rise scenarios of a highly uncertain nature, such as at the upper end of the NRC Report range for the year 2100 (i.e., 66 inches of sea level rise). In this case, a project could be designed and constructed to account for likely mid-century sea level rise (i.e., 11 ± 4 inches by 2050), and build in the ability to adapt to more severe sea level rise scenarios over time.

This approach seeks to create or enhance the adaptive capacity of the asset or asset location, thereby making that asset *resilient* (as defined during the Vulnerability Assessment phase). Adaptive capacity defines a project's ability to adapt in a modular, or step-wise, fashion over time. The adaptation plan for the asset or project should include the level of sea level rise appropriate for near-term project planning and implementation, and the adaptation strategies that can be implemented over time if sea level rise exceeds or is anticipated to exceed the original estimate. The adaptation plan should clearly lay out the triggers or time horizons for implementation of the identified adaptation strategies, and the plan should include a means to monitor and respond to changes in the science or the condition of the asset.

In evaluating the adaptive capacity of a project, these questions are often asked: Does the project, project footprint, or adaptation feature(s) have the ability to be modified or changed to accommodate future higher sea level rise as new data and science emerges? In other words, can project resilience be secured for some logical period of time (e.g. through 2050) and also accommodate further adaptation measures based on new developments and science in subsequent years? And what are those triggers or time horizons for implementation of adaptation measures (make the project resilient now) and adaptive management approaches (respond to future trends with further measures).

If, however, due to site or project constraints it is determined that the adaptive capacity of a project is low (i.e. the ability to implement future adaptation strategies in response to new projections of additional sea level rise is low), the use of worst-case projections in initial adaptation plan development may be merited.

For example, if an existing flood protection feature was designed and constructed in such a way that its height or location can be easily adjusted or increased in the future to accommodate sea level rise or more severe storm surge events, the project would have some inherent resilience as its ability to accommodate



future sea level rise is higher than a project that would require substantial reconstruction to increase its level of protection (See Treasure Island side bar as an example).

Accountability

Adaptation plans should include clear accountability and trigger points for bringing adaptation strategies online. Sea level rise science is a relatively new field that is subject to change as new information and studies become available. A well-defined process should be developed within each department to ensure that milestones are being met, the latest science is being considered, and vulnerability assessments are being completed as part of the capital planning process.

PERMITTING AND REGULATORY CONSIDERATIONS

Note: Zoning maps accompanying this section are in a separate document

Public and private development and infrastructure projects located in the City's bay and ocean shoreline areas are regulated by local controls in the City's General Plan and Planning Code as well as by California's two coastal zone management agencies: the San Francisco Bay Conservation and Development Commission (BCDC) and the California Coastal Commission (CCC). These agencies are required to ensure that projects and plans subject to their jurisdiction avoid or minimize hazards related to sea level rise. As such, CCSF departments should consider the applicable state regulations, policies and guidance concerning sea level rise and coordinate with the relevant department staff.

San Francisco Bay Conservation and Development Commission

BCDC has permit jurisdiction over San Francisco Bay and the land lying between the Bay shoreline and a line drawn parallel to, and 100 feet from, the Bay shoreline known as the 100-foot shoreline band.

In October 2011, BCDC adopted amendments to the San Francisco Bay Plan addressing sea level rise. These policies require sea level rise risk assessments when planning in shoreline areas or designing larger shoreline projects. If sea level rise and storm surge levels that are expected to occur during the life of the project would result in public safety risks, the project must be designed to cope with flood levels expected by mid-century. If it is likely that the project will remain in place longer than mid-century, the applicant must have a plan to address the flood risks expected at the end of the century.

California Coastal Commission

All public and private projects in the City's coastal zone must be undertaken in accordance with an approved coastal development permit from either the City Planning Department or the CCC.

The CCC oversees a grant program to support local government planning efforts addressing sea level rise, and released Draft Sea-Level Rise Policy Guidance for public review and comment on October 14, 2013. In that Draft Guidance, consistent with this CCSF Guidance, the CCC considers the NRC 2012 report as the best available science on sea level rise in California, though this Guidance treats the NRC 2012 report somewhat differently than the draft CCC Guidance.

City departments with assets in the Coastal Zone should refer to the Coastal Commission's Sea-Level Rise Policy Guidance for a detailed discussion of relevant Coastal Act policies and regulations.

EXAMPLE APPLICATION OF GUIDANCE IN CAPITAL PLANNING

The following example illustrates how a City department could consider the effects of sea level rise in its capital planning process for several public assets in the same area – the construction of a new police station, the rehabilitation of an existing vacant waterfront building into a visitor center, and the construction of a new shoreline park. Based on a review of the readily-available inundation maps, these assets would be inundated permanently with 48 inches of sea level rise, and inundated periodically by the following flood scenarios:

- 6 inches of sea level rise plus a 100-year flood event
- 12 inches of sea level rise plus a 50-year flood event
- 24 inches of sea level rise plus a 5-year flood event
- 36 inches of sea level rise and a 1-year extreme (King tide event).

For each asset, the project manager would *select the most appropriate sea level rise scenario*, based on the asset's expected lifespan, location, and other factors, and also determine if using the *most likely* projections is adequate for current planning, or if the *extreme* ranges should be used for more conservative planning or for the development of potential adaptation strategies.

New Police Station:

- *Sea Level Rise Scenario Selection:* The police station would not be located directly adjacent the shoreline, but it is within the future inundation zone. The functional lifespan of the asset is 50 years, and the consequence of the structure being flooded is extremely high as the fire station is considered a critical asset that is essential during emergency situations. The project manager selects the *100-year flood* condition and the *2050 upper sea level rise estimate (24 inches)* as the appropriate scenarios for planning. Because of the critical nature of the asset, the project manager also selects *2100 conditions most likely and extreme projections* in order to assess the need for future adaptation strategies.
- *Vulnerability Assessment:* Although the police station will not be permanently inundated with 24" of sea level rise, it would be inundated by the 100-year flood event for all sea level rise projections greater than 6 inches. The asset is given a *medium exposure* rating, and is considered *highly sensitive* due to its function as a critical infrastructure that must be operational during an extreme flood event. The asset is not an existing asset; therefore its inherent resilience is not applicable and is not rated as part of the vulnerability assessment.
- *Risk Assessment:* The likelihood that the police station would be inundated by a 100-year flood event with 24 inches of sea level rise is considered high based on its location and exposure. If the police station were inundated, it could be repaired, but the disruption of its function during a flood event could lead to public safety impacts. The overall risk of siting the station in an area subject to this level of flooding is determined to be *high*. This project is a high priority for adaptation planning.
- *Adaptation Planning:* The project manager evaluates raising grades and flood proofing to increase the adaptive capacity of the police station; however, these improvements are insufficient as the access roads surrounding the asset would also be compromised during an extreme flood event. It would be too costly to build in sufficient adaptive capacity to the police station and its surroundings. The project manager decides that the police station should be sited in an alternate location at a higher grade.

Rehabilitated Visitor Center:

- *Sea Level Rise Scenario Selection:* The existing vacant structure is located directly adjacent to the shoreline where it could be exposed to storm surge and wave hazards. The functional lifespan of the rehabilitated structure is 25 years. The consequence of the structure being flooded is low as the

structure is not a critical asset. The project manager selects the *2050 most likely sea level rise estimate* (11 inches) as the appropriate scenario for planning. The project manager also selects the *2050 upper sea level rise estimate* (24 inches) and the *5-year and 100-year flood events* for the potential development of adaptation strategies.

- *Vulnerability Assessment:* The visitor center would have a *high exposure* rating based on its location, and a *medium sensitivity* rating since it could be temporarily closed after a flood event until it is repaired. It would have *low resilience* since the existing building was constructed without consideration of potential future flooding and may only partially recover from a flood event.
- *Risk Assessment:* Although damage from an extreme flood event could be moderate to high, the building could likely be repaired. Both the cost to repair the building and its potential disruption of service are considered acceptable. The temporary loss of the visitor center after a flood event would have minimal consequence on the public (no health or safety effects), resulting in an overall *low risk*. Although this project may be considered to have a low priority for adaptation planning based on its risk level, adaptation planning is warranted since the rehabilitation of this existing structure is a high priority for the City.
- *Adaptation Planning:* The building is proposed to be retrofitted to meet flood resistant building standards, and shoreline improvements are planned that will make the overall site resilient to inundation by a 5-year flood event with 11 inches of sea level rise. The adaptation plan identifies additional shoreline improvements that can be constructed to make the site more resilient to a 5-year storm surge event if sea level rise tracks with the upper bound of 24 inches sea level rise by 2050. The adaptation plan also identifies short term closure strategies for more severe storm surge events.

New Shoreline Park:

- *Sea Level Rise Scenario Selection:* The shoreline park site is located directly adjacent to the shoreline in a highly exposed area. The shoreline improvements are intended to make the overall shoreline and inland developed areas more resilient to sea level rise through 2050. The project manager selects the *2050 most likely* (11 inches) and *upper bound* (24 inches) sea level rise projections for project planning. The project manager also selects the *10-year and 100-year flood events* for planning purposes. The park will be planned to be resilient to 10-year flood inundation, and to minimize adverse impacts associated with a 100-year flood event.
- *Vulnerability Assessment:* Based on its location, the park has a *high exposure* rating. The park is given a *low sensitivity* rating since the existing area, and the future park, will accommodate inundation by a range of events. The asset is not an existing asset; therefore its inherent resilience is not applicable and is not rated.
- *Risk Assessment:* The park is expected to require minimal repairs at relatively low cost after being inundated by an extreme event beyond the design event (5-year flood). The consequence to the public of not being able to access the park during repairs is also low; however, some of the park elements are designed to provide protection to inland developed areas, therefore the overall risk rating is selected as *medium risk*.
- *Adaptation Planning:* The park will be constructed to accommodate flooding and provide protection to the adjacent areas. Flood resistant materials will be selected to minimize maintenance and repair requirements due to periodic flooding (e.g. benches are made of concrete and are securely anchored to the ground and the park is landscaped with salt tolerant species). The plan outlines shoreline strategies that could be implemented if a higher level of protection is needed to accommodate either higher sea level rates or flood scenarios.

City & County of San Francisco

The guiding policy document for the City & County of San Francisco is the General Plan. This document, adopted by the Planning Commission and approved by the Board of Supervisors, serves as the embodiment of the community's vision for the future of San Francisco. The Charter establishes that changes of use and public construction projects be consistent with this policy document. The General Plan guides decisions that both direct the allocation of public resources and that shape private development. For this reason, managers of capital projects should confirm that their proposed project is consistent with the General Plan early in the planning process. A part of the General Plan is also our Local Coastal Program. Within the General Plan, the Western Shoreline Plan, combined with the related sections of the San Francisco Zoning Code, and Zoning District Maps, together constitute the City's LCP. Meaning, projects in this area may require review by the City's Planning Commission, the Historic Preservation Commission, the Board of Supervisors, and the Coastal Commission.

Similarly, the Port Commission uses the Waterfront Land Use Plan to govern property under the Port Commission's jurisdiction. The Waterfront Land Use Plan (WLUP) was initially adopted by the Port Commission in 1997. It defines acceptable uses, policies and land use information applicable to all properties under the Commission's jurisdiction. Property under the jurisdiction of the Port may require review by the San Francisco Planning Commission and Board of Supervisors, the San Francisco Bay Conservation and Development Commission (BCDC), and the State Lands Commission to align the various land use plans and policies held by each entity.

APPENDICES

1. Sea Level Rise Committee Members
2. City and County Projects with sea level rise nexus (partial list)
3. Summary of the Science
4. Projections of Sea Level Rise for other Years
5. Checklist
6. Links to Additional Resources (publications, state adaptation guidance and tools, technical assistance resources, potential grant funding opportunities, etc.)

Appendix 1

The following members comprise the Sea Level Rise Committee of SF Adapt.

David Behar (Chair), Climate Program Director, San Francisco Public Utilities Commission

Lauren Eisele, Senior Environmental Planner, Port of San Francisco

Frank Filice, Manager of Regulatory Affairs, San Francisco Department of Public Works

Chris Kern, Senior Environmental Planner, San Francisco Planning Department

Kris May, Senior Coastal Engineer and Scientist, AECOM

Craig Raphael, Senior Transportation Planner, San Francisco Metropolitan Transportation Agency

Nohemy Revilla, Climate Change Liaison, San Francisco Public Utilities Commission

Anna Roche, Climate Change Adaptation Manager, San Francisco Public Utilities Commission

AnMarie Rodgers, Manager of Legislative Affairs, San Francisco Planning Department,

Brian Strong, Director, San Francisco Capital Planning Program

Dilip Trivedi, Senior Coastal Engineer, Moffat and Nichol

Rosalyn Yu, Senior Engineer, San Francisco International Airport

Appendix 2 City and County Projects with sea level rise nexus (partial list)

City and County Projects with sea level rise nexus (partial list).



Appendix 3 Science Summary

Summary of the Science



Appendix 4 Projections of Sea Level Rise for other Years

If departments want to make sea level rise calculations for years other than 2030, 2050, and 2100, a simple interpolation “best fit” equation may be used. Different equations are required for the low end range, the projection, and the high end range estimates in the NRC Report and this Guidance because each accelerated increase in sea levels has its own curve.¹⁵

The following equations produce SLR estimate *in centimeters* for each type of estimate for years other than 2030, 2050, and 2100:

1. Upper Range (cm) = $0.0093t^2 + 0.7457t$
2. Lower Range (cm) = $0.0038t^2 + 0.039t$
3. Projection – Most Likely (cm) = $0.0000045t^3 + 0.00037t^2 + 0.428t$
4. Projection – Most Likely + 1 standard deviation (cm) = $0.000053t^3 + 0.0006t^2 + 0.58t$
5. Projection – Most Likely - 1 standard deviation (cm) = $0.000038t^3 + 0.00013t^2 + 0.276t$

Where “t” is the number of years after 2000

For example, if an asset has an expected life of 60 years and you wanted to know the Upper Range of sea level rise between 2000 (the baseline year for all estimates in this Guidance) and 2060, you would use Equation (1), with t = 60.

$$\begin{aligned}\text{Upper Range (cm)} &= 0.0093 \times (60)^2 + (0.7457 \times 60) \\ &= 33.48 + 44.74 \\ &= 78.22 \text{ cm, SLR in 2060, Upper Range} \\ \text{Convert to inches} &= 78.22 / 2.54 \text{ cm/inch} \\ &= 31 \text{ inches, Upper Range for sea level rise in 2060}\end{aligned}$$

¹⁵ California Coastal Commission Draft Sea-Level Rise Policy Guidance, Public Review Draft, October 14, 2013 (page 123-124).

Appendix 4 Checklist

Copy of the CIP SLR Checklist



Appendix 5 Links to Additional Resources

This appendix provides a list of links to referenced materials and additional resources. These materials include publications, federal and state guidance and tools, technical assistance resources, and links to potential grant funding opportunities:

Publications

IPCC 2013, Climate Change 2013, the Physical Science Basis. Intergovernmental Panel on Climate Change, 2013.
www.ipcc.ch/report/ar5/wg1/

NRC 2012 *Sea-Level Rise for the Coasts of California, Oregon, and Washington: Past Present and Future*. Prepared by the Committee on Sea Level Rise in California, Oregon, and Washington; Board on Earth Sciences and Resources; Ocean Studies Board; Division on Earth and Life Studies; National Research Council 2012. http://www.nap.edu/catalog.php?record_id=13389

Additional Resources

CalAdapt Cal-adapt is a web-based climate adaptation planning tool. Cal-adapt allows the user to identify potential climate change risks in specific geographic areas throughout the state. Users can either query by location, or click on an interactive map to explore what climate impacts are projected to occur in their area of interest. The site has been developed by UC Berkeley's Geospatial Innovation Facility (GIF) with funding and advisory oversight by the California Energy Commission's Public Interest Energy Research (PIER) Program, and advisory support from Google.org. <http://cal-adapt.org/>

CAKE-Climate Adaptation Knowledge Exchange The Climate Adaptation Knowledge Exchange (CAKE) was founded by EcoAdapt and Island Press in July 2010, and is managed by EcoAdapt. It aims to build a shared knowledge base for managing natural and built systems in the face of rapid climate change. <http://www.cakex.org/>

CCAMP FEMA Region IX flood studies/mapping projects in coastal areas as a result of Congressional appropriations for Flood Hazard Mapping under Risk MAP. Cumulatively, these flood studies/mapping projects are being referred to as the California Coastal Analysis and Mapping Project (CCAMP). (FEMA, www.r9coastal.org); Open Pacific Coast Study Information for San Francisco: <http://www.r9map.org/Pages/ProjectDetailsPage.aspx?chloco=38&choProj=261>

Georgetown Climate Center Based at Georgetown Law, the Center works extensively with government officials, academics, and an array of stakeholders to strengthen state and federal climate partnerships. The Center analyzes the provisions of federal policy relevant to states and territories, and encourages policymakers to learn from and adopt innovative policies emerging from the states. <http://www.georgetownclimate.org>; Adaptation Tool-Kit: Sea-Level Rise and Coastal Land Use, 2011: <http://www.georgetownclimate.org/resources/adaptation-tool-kit-sea-level-rise-and-coastal-land-use>

Guidance Documents

California Coastal Commission Draft Guidance 2013

California Coastal Commission Sea Level Rise Policy Guidance, Public Review Draft. October 14, 2013.
http://www.coastal.ca.gov/climate/slr/guidance/CCC_Draft_SLR_Guidance_PR_10142013.pdf

California Climate Action Team (CO-CAT) Update 2013 State of California Sea-Level Rise Guidance Document: Developed by the Coastal and Ocean Working Group of the California Climate Action Team (CO-CAT), with science support provided by the Ocean Protection Council's Science Advisory Team and the California Ocean Science Trust. March 2013 Update.
http://www.opc.ca.gov/webmaster/ftp/pdf/docs/2013_SLR_Guidance_Update_FINAL1.pdf

National Climate Assessment May 2014 The National Climate Assessment summarizes the impacts of climate change on the United States, now and in the future. A team of more than 300 experts guided by a 60-member Federal Advisory Committee produced the report, which was extensively reviewed by the public and experts, including federal agencies and a panel of the National Academy of Sciences. <http://nca2014.globalchange.gov/>

Grant Opportunities (targeted for SLR vulnerability, risk, adaptation or mitigation measures)

Coastal Conservancy

EPA

FEMA Hazard Mitigation Grants

Etc.



EXHIBIT B



Guidance for Incorporating Sea Level Rise into Capital Planning

Appendix 1: Project Planning Checklist

DRAFT 3/27/14

This document provides an overview for project managers and decision makers for how to determine sea level rise impacts in the capital planning process. Consult the main document for further detail and instruction.

A: Sea Level Rise Scenario Selection

Please consider the following questions as you evaluate sea level rise vulnerabilities and risks:

- | | | | |
|---|------------------------------------|--------------------------------|-------------------|
| 1. What is the asset's lifespan? Is it greater than 30 years? | YES
<input type="checkbox"/> | NO
<input type="checkbox"/> | |
| 2. Is the asset located in an exposed and vulnerable area? | YES
<input type="checkbox"/> | NO
<input type="checkbox"/> | |
| 3. Is there potential for the asset to be impacted by tides, storm surges, storm waves or El Niño events under present conditions? | YES
<input type="checkbox"/> | NO
<input type="checkbox"/> | |
| 4. If the asset is inundated, would the consequences be severe? | YES
<input type="checkbox"/> | NO
<input type="checkbox"/> | |
| 5. Would the project require extensive rebuilding/replacement if inundated? | YES
<input type="checkbox"/> | NO
<input type="checkbox"/> | |
| 6. Choose a sea level rise planning scenario based on the responses above and the map on page xx. Note that more than one scenario may be needed to determine Sensitivity and options for Adaptation (described in further detail below). | SLR PROJECTIONS
2030
6 ± 2in | 2050
11 ± 4in | 2100
36 ± 10in |

B: Vulnerability Assessment

Based on the scenario selected, use the following prompts to determine the asset's Exposure, Sensitivity and Resilience to flooding and sea level rise:

1. What is the asset's exposure to sea level rise hazards?

Use the chart below as a guide.

Exposure Matrix for one Sea Level Rise Scenario

Type of Exposure	Magnitude/ Height (ft.)	Magnitude/ Area (Sq. Ft.)	Duration (hrs per day)
Sea Level Rise			
Tides			
Storm Surge			
El Niño Events			

2. Consider the asset's sensitivity to flooding and other sea level rise impacts. For example, if flooded temporarily, would there be a minimal impact or complete shutdown of operation?

Low Sensitivity	Medium Sensitivity	High Sensitivity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Consider the asset's resilience, or its inherent ability to adjust to sea level rise impacts, moderate potential damage or cope with consequences without significant intervention or modification. Would the asset recover?

Full Recovery	Partial Recovery	Cannot Recover
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Score your asset based on the vulnerability matrix below. A low score (0-1) for each category is associated with limited exposure, minimal sensitivity and high resilience to sea level rise. A high score (3) for each category may result in a highly vulnerable project. Thresholds for the ratings may vary based on different project types and their tolerance for inundation; they should also be appropriate for the department and the group of assets.

Vulnerability Matrix for one Sea Level Rise Scenario

Asset	Exposure to Sea Level Rise (e.g. 2030, 2050, 2100)		Sensitivity		Resilience		Total Score
	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	
Example Asset	High (3)	Low (1)	Low (1)	Med (2)	Med (2)	Med (2)	11



Guidance for Incorporating Sea Level Rise into Capital Planning

Project Planning Checklist

DRAFT 3/27/14

Continued from Page 1

C: Risk Assessment

The most important component of risk assessment methods is the evaluation of consequence. Drawing on your answers from Page 1, consider the following:

1. Determine the potential level of damage to the asset. Can it be repaired, or would it require complete replacement?

YES <input type="checkbox"/>	NO <input type="checkbox"/>
---------------------------------	--------------------------------

2. What is the cost to repair or replace the asset?

\$ <input type="text"/>	
----------------------------	--

3a. Is there a potential disruption in service?

YES <input type="checkbox"/>	NO <input type="checkbox"/>
---------------------------------	--------------------------------

3b. If yes, what is the length of disruption (i.e. hours, days, weeks?)

4. Are there economic (or health and safety) costs associated with the disruption of service?

YES <input type="checkbox"/>	NO <input type="checkbox"/>
---------------------------------	--------------------------------

5. Are there secondary impacts that need to be considered (i.e. costs to other sectors, such as the environment and/or public recreation)?

YES <input type="checkbox"/>	NO <input type="checkbox"/>
---------------------------------	--------------------------------

6. Score your asset's overall consequence using the matrix below:

Consequence Matrix for one Sea Level Rise Scenario

Asset	Damage		Cost (Repair/Replace)		Disruption		Total Score
	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	Sea Level Rise	Storm Surge	
Example Asset	High (3)	Low (1)	Low (1)	Med (2)	Med (2)	Med (1)	10

D: Adaptation Plan Development

To evaluate the adaptive capacity of an asset, consider the following:

1. Does the asset have the ability to be modified or changed to accommodate future higher sea level rise as new data and science emerges?

YES <input type="checkbox"/>	NO <input type="checkbox"/>
---------------------------------	--------------------------------

2. Identify any triggers or time horizons for implementation of adaptation measures (making the project resilient now) and adaptive management approaches (responding to future trends with further measures).



MEMORANDUM

July 2, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *M. Moyer*
Executive Director

SUBJECT: San Francisco Municipal Transportation Agency informational presentation on The Embarcadero Enhancement Project to improve bicycle access on The Embarcadero, from Fisherman's Wharf to AT&T Ballpark

DIRECTOR'S RECOMMENDATION: Informational, No Action Required

Executive Summary

The San Francisco Municipal Transportation Agency (SFMTA) will be leading a public process for The Embarcadero Enhancement Project, to develop a conceptual bikeway design along The Embarcadero. Port staff is working with MTA on this city project, which also includes assistance and participation by staff of the San Francisco Planning Department (Planning Department), and Department of Public Works (DPW).

The purpose of the project is to produce a bikeway conceptual design to meet growing bicycle access demand, which also improves the comfort and quality of waterfront pedestrian access, and provides more separation and safety from vehicle traffic. SFMTA's public process will include a public open house, public workshops and technical analysis to ultimately produce a concept design for a recommended bikeway, including funding and implementation requirements. If successful, the recommended design would require CEQA environmental review, funding and detailed construction planning prior to implementing improvements. Funding for this project comes from a \$250,000 Metropolitan Transportation Commission Priority Development Area grant, \$200,000 from SFMTA (\$200,000), and \$50,000 in operating budget funding from the Port.

There is no bikeway design concept at this time. SFMTA currently is collecting site and user data. On Thursday, July 24, 2014 (at Pier 1, 6-8 pm), SFMTA will hold a public open house to provide information about the planning process, schedule, and scope for the Embarcadero Enhancement Project. They also will receive questions and ideas to understand the issues and opportunities that should be addressed.

THIS PRINT COVERS CALENDAR ITEM NO. 12B

This briefing is an informational presentation and there is no action required at this time. Future Port Commission presentations will be scheduled to provide project updates, including any preliminary designs, to solicit public comment and direction. Any recommended design would include funding and implementation requirements that also require Port Commission review and direction.

Project Scope and Study

The San Francisco Municipal Transportation Agency (SFMTA) will be leading a public process to develop a conceptual bikeway design along The Embarcadero, from AT&T Ballpark to Fisherman's Wharf (see project area map in Attachment A). The intent of the project is to increase the safety and comfort of travel along The Embarcadero, and improve access options for people and goods to businesses and attractions at the Port as well as adjacent neighborhoods. Port staff is working with MTA on this city project, which also includes assistance and participation by staff of the San Francisco Planning Department (Planning Department), and Department of Public Works (DPW).

The Embarcadero Promenade (Promenade) is an approximately three-mile long shared public space currently used by bicyclists, pedestrians and pedicabs. The Promenade is not a designated city sidewalk; this is a reflection of The Embarcadero's historic function as a transportation corridor to serve cargo shipping, maritime and industrial uses in the piers. Historically, The Embarcadero supported many modes simultaneously whether on the roadway or work areas adjacent to piers, from horse-drawn wagons, to Belt Railroad freight trains, trucks, cars and workers on foot. The Promenade was built as part of the Waterfront Transportation Projects after the Embarcadero Freeway was demolished, and its width (generally 25 feet) easily allowed shared pedestrian and bike use when it was completed in 2000.. In recent years, the volume of people attracted to the waterfront, whether walking or on bikes, has increased substantially. Recent counts indicate that The Embarcadero is the fourth most traveled cycling corridor in San Francisco. Most of this travel volume occurs on the east side of The Embarcadero, where people seek to be closest to the water. While The Embarcadero includes Class Two bike lanes, many cyclists (especially recreational riders) elect to ride on the Promenade rather than alongside vehicle traffic out of concern for personal safety. Compared to The Promenade, pedestrian and bicycle use along the southbound, west side of The Embarcadero is underutilized.

With the waterfront's popularity comes increased concerns about public safety, as conflicts between people walking, cycling and driving have grown, diminishing the pedestrian experience of The Embarcadero. Added to this are concerns for a lack of cyclist compliance with road rules, which further compromise public safety. Pedestrian and bicycle demand on The Embarcadero is expected to continue to grow, given that a substantial amount of the city's growth is projected to occur on the east side of San Francisco, including Port development projects. For these reasons, the focus of the Embarcadero Enhancement Project is to produce a preliminary design for a bicycle facility that is physically separated from moving or parked vehicles, and pedestrians. To accomplish this, the project analysis will evaluate the opportunities within the entire right-of-way. It is expected that improved bikeway access would improve the safety and comfort of everyone traveling along The Embarcadero by minimizing potential conflicts between the different users of the roadway, and by adding predictability to roadway operations.

There is a clear recognition that any changes must consider the transportation and operational needs of Port tenants and businesses, particularly where The Embarcadero provides their only point of access. SFMTA will devote special focus to reach out to these businesses, as well as meet with Port maritime staff to coordinate with cruise

terminal operational needs. SFMTA will evaluate the different bikeway options holistically, balanced with needs for vehicle access, on-street loading and parking, and pedestrian access.

Accordingly, the primary goals of The Embarcadero Enhancement project are to:

- Make The Embarcadero safe and comfortable for all roadway users, including people who walk, cycle, drive, and ride transit;
- Support economic development and accommodate expected population and employment growth;
- Increase and improve access along the waterfront for residents, workers and visitors;
- Manage curbside parking and loading to improve the efficiency of The Embarcadero;
- Maintain and enhance the high quality urban design of The Embarcadero; and
- Integrate transportation improvements on The Embarcadero with those planned for public transit, pedestrian safety and other related projects

There is no proposed bikeway design at this time. SFMTA staff engineers currently are reviewing existing conditions such as physical dimensions, curb lines, turn pockets to define constraints and opportunities. While adjustments ultimately will be needed to accommodate a bikeway, Muni light rail tracks will not be modified. Some of the concepts that may be considered include:

- Two-way bikeway on the water side of The Embarcadero (either within the roadway or on the Promenade)
- Two one-way bikeways, curbside, on either side of The Embarcadero
- Two one-way bikeways, in the center of the roadway, adjacent to the Muni right-of-way
- Two-way bikeway in the center of the roadway, adjacent to the Muni right-of-way

SFMTA has produced a report describing The Embarcadero Enhancement Project, included in Attachment B. Patrick Golier, SFMTA Project Manager, will provide an informational presentation of The Embarcadero Enhancement Project at the July 8, 2014 Port Commission meeting. The Planning Commission also will receive a briefing on this project on July 17th, followed by the SFMTA Policy and Governance Committee on July 18th.

Strategic Objective

The Embarcadero defines the San Francisco waterfront as a valuable public resource. As the City's front door to the Ferry Building and Embarcadero Historic District, The Embarcadero possesses a pedestrian-oriented, public character that welcomes San Franciscans, workers and visitors for work, play and entertainment, while also supporting maritime industry needs. It is therefore important to manage and protect public safety and enjoyment in a manner that allows and balances access by all transportation modes. The Embarcadero Enhancement project supports this objective.

Project Schedule & Funding

The following is a summary of the project schedule, which will be discussed further at the July 8, 2014 Port Commission meeting:

1. **Public Open House, Thursday, July 24, 2014 at Pier 1, 6-8 pm** Provide project information, and solicit initial questions, concerns and ideas for new bikeway improvements. In addition, over the summer and fall, SFMTA staff will meet with local and city stakeholders, neighborhood organizations, and Port tenants.
2. **Develop Design Alternatives (Winter 2014/15 – Spring 2015)** This phase will include public workshops and other meetings during which stakeholders will explore and discuss various conceptual designs that respond to Project goals.
3. **Determine Recommended Design (Spring 2015 – Fall 2015)** This phase will produce a recommended design including funding and implementation requirements. If successful, the project would undertake the CEQA environmental review and public approvals process.

The Embarcadero Enhancement project is a \$500,000 public planning effort, funded by a \$250,000 Priority Development Area grant from the Metropolitan Transportation Commission, \$200,000 from SFMTA, and \$50,000 from the Port. The work will be conducted by city staff.

Climate Action

The Embarcadero Enhancement project is an important transportation initiative, and is one of the improvement strategies set forth in SFMTA's Waterfront Transportation Assessment. In addition to relieving pedestrian, bicycle and public safety needs of the Promenade, this project also enhances alternative transportation modes to reduce automobile traffic and greenhouse gas emissions.

Next Steps

This briefing is an informational presentation and there is no action required at this time. Future Port Commission presentations will be scheduled to provide project updates and any preliminary designs, to solicit public comment and direction. Any recommended design would include funding and implementation requirements that also require Port Commission review and direction.

Prepared by: Diane Oshima
Assistant Deputy Director, Waterfront Planning

For: Byron Rhett
Deputy Director, Planning & Development

Attachments:

- A: Project Map
- B: SFMTA Report – The Embarcadero Enhancement Project

¹ Informational presentations on the SFMTA Waterfront Transportation Assessment have been provided previously to the Port Commission on January 24, 2013 and July 9, 2013. Links to the staff reports: <http://www.sfport.org/modules/showdocument.aspx?documentid=5296>;

<http://sfport.com/modules/showdocument.aspx?documentid=6448>

More information also is available on SFMTA website: <http://www.sfmta.com/projects-planning/projects/waterfront-transportation-assessment-0>

Attachment A – SFMTA Embarcadero Enhancement Project Area Map



The Embarcadero Enhancement Project

SFMTA.COM

Livable Streets
Sustainable Streets Division



SFMTA
Municipal
Transportation
Agency

June 27, 2014

Executive Summary

Project Description



Crowded Conditions on the Embarcadero indicate the level of popularity of the roadway

Beach to Powell and Jefferson Streets in the Fisherman's Wharf area. It will include stakeholder participation and a public process to review and comment on alternative concepts, costs and tradeoffs, with the objective of arriving at a recommended Project that is physically and financially viable, reflects public values, and enhances safety and the experience of travelers and visitors on foot, on cycle or in a vehicle along the Project route.

Problem Statement

Recent counts of pedestrians and cyclists collected along The Embarcadero found high pedestrian volumes and showed The Embarcadero to be the fourth most traveled cycling corridor in San Francisco. However, this popularity comes with ongoing concern about public safety, as conflicts between people walking, cycling and driving have increased and, in some cases, compromised the shared public space on the Promenade. Portions of The Embarcadero appear on the WalkFirst "High Injury Network," a collection of streets that represent just 6 percent of all city streets but account for 60 percent of severe and fatal pedestrian injuries. The street has a high rate of bicycle collisions as well.

The San Francisco Municipal Transportation Agency (SFM-TA), the Port of San Francisco (Port), SF Planning, and the Department of Public Works (DPW) are collaborating on the Embarcadero Enhancement Project (Project) to increase the safety and comfort of travel along The Embarcadero and improve options for people and goods accessing attractions and businesses along the waterfront and adjacent neighborhoods. The Project will result in a program concept, conceptual design and cost estimate for a bikeway along The Embarcadero from Third Street in South

The overarching goal is improved safety and comfort for all travel modes, including pedestrians, bicyclists, drivers, and freight. The objectives of the Embarcadero Enhancement project are to:

- Make The Embarcadero safe and comfortable for all roadway users, including people who walk, cycle, drive, and ride transit;
- Support economic development and accommodate expected population and employment growth;
- Increase and improve access along the waterfront for residents, workers and visitors;
- Manage curbside parking and loading to improve the efficiency of The Embarcadero;
- Maintain and enhance the high quality urban design of the Embarcadero; and
- Integrate transportation improvements on The Embarcadero with those planned for public transit, pedestrian safety and other related projects.

Bikeways

A bikeway is a bicycle facility that is physically separated from moving or parked vehicles and pedestrians. It is expected to improve safety and comfort of travel for everyone on The Embarcadero by creating clearly defined areas for pedestrians, cyclists and drivers. Bikeways can be one-way or two-way, and may be at street level, at sidewalk level, or at an intermediate level.

Public Process

There is no preferred bikeway concept or design at this time. This will be developed as part of a robust outreach process over the course of the planning effort which will involve a series of one-on-one meetings with some stakeholders, presentations, public open houses and workshops. The trade-offs associated with any design option will be fully understood and communicated to stakeholders, including the public at large. Given the relatively long distance of the project limits (3-miles in length), and varying characteristics of the roadway (for example presence of on-street parking, number of travel lanes, demand for curbside activities), a range of design options may be needed at different points along the roadway.

This endeavor is one of the key transportation projects identified in the Waterfront Transportation Assessment, an inventory of transportation and land use programs, strategies and solutions meant to address anticipated development along the waterfront over the next five to twenty-five years. Project goals are consistent with and supported by several City and regional policies and initiatives that guide the strategic direction of the SFMTA and partner agencies.

Introduction



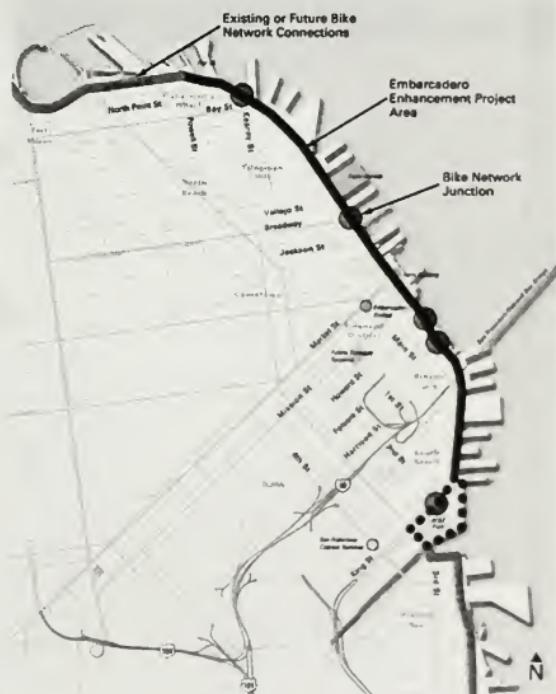
The Embarcadero waterfront is one of San Francisco's most popular regional and international destinations. With numerous port attractions, shops, restaurants and the waterfront to enjoy, and the characteristics of flat terrain, wide sidewalks, smooth pavement and a lack of cross streets on the east side of the street, The Embarcadero has become an important public and recreational gathering place enjoyed by scores of visitors and locals alike. While the roadway serves its traditional role as the primary access for the Port-related and other businesses lining The Embarcadero, its design has become

iconic and distinctly San Francisco; historic piers, a broad Promenade, and palm tree-lined streetcar tracks all contribute towards making this one of the city's most beloved streets.

Accordingly, the public demand for walking and biking along the waterfront has grown rapidly, particularly on the east side of The Embarcadero on the Embarcadero Promenade (Promenade), also known as Herb Caen Way. This trend is expected to continue with the predicted growth in jobs, residents and numbers of attractions both citywide and along the Waterfront.

By 2040 it is estimated that San Francisco will grow to nearly one million residents, a 35 percent increase, and 759,000 jobs, a 34 percent increase. San Francisco has also been hosting a record number of visitors in recent years, recording 16.9 million visitors in 2013 alone.

With this success, however, comes concern about public safety on The Embarcadero, as conflicts between people walking and biking as well as vehicles accessing The Embarcadero piers have also grown, and in some cases compromised the shared public space on the Promenade. Added to



this are concerns for a lack of cyclist compliance with road rules which can be exacerbated with the general lack of guidance for cyclists and pedestrians on the multi-use Promenade.

To address these concerns, the San Francisco Municipal Transportation Agency (SFMTA), the Port of San Francisco (the Port), SF Planning and the Department of Public Works (DPW) are working together to develop a preliminary design for a "bikeway" from AT&T Park to Powell Street. A bikeway is a bicycle facility that is physically separated from moving or parked vehicles and pedestrians. It is expected to improve the safety and comfort of everyone traveling along The Embarcadero by creating clearly defined areas for people walking, cycling, taking transit, and driving.

The project is being primarily funded by an MTC Priority Development Area (PDA) grant with supplemental funding from the SFMTA and the Port of San Francisco.



Two-Way Bikeway in Vancouver, BC

Project Description

The Embarcadero Street Enhancement Project is a planning exercise to develop a conceptual design for a bikeway along The Embarcadero, from AT&T Park to Powell Street.

What are the goals of the project?

The overarching goal is improved safety and comfort for all travel modes, including pedestrians, bicyclists, drivers, and freight. The objectives of the Embarcadero Enhancement project are to:

- Make The Embarcadero safe and comfortable for all roadway users, including people who walk, cycle, drive, and ride transit;
- Support economic development and accommodate expected population and employment growth;
- Increase and improve access along the waterfront for residents, workers and visitors;
- Manage curbside parking and loading to improve the efficiency of The Embarcadero;
- Maintain and enhance the high quality urban design of the Embarcadero; and
- Integrate transportation improvements on The Embarcadero with those planned for public transit, pedestrian safety and other related projects.

What is a bikeway?

A bikeway, also known as a cycle track, is a physically separated bicycle facility that is distinct from both the roadway and the sidewalk. By separating cyclists from other road users, bikeways can offer a higher level of security than traditional bike lanes and attract a broader spectrum of the public, including tourists, children and less confident people on bicycles. These facilities can also increase safety and comfort for all road users by minimizing potential conflicts between those on foot, bicycle or in a vehicle, and by adding predictability to roadway operations.



Multi-Use Path Sign, Boston, MA



Warning sign on multi-use path,
New York City



Two-Way Bikeway, New York City

Bikeways can be one-way or two-way, and may be at street level, at sidewalk level, or at an intermediate level. If at sidewalk level, a curb or median separates people biking from motor traffic, while different pavement colors and textures may separate the bikeway from the sidewalk. If at street level, bikeways can be separated from motor traffic by raised medians, on-street parking, bollards, planters, or bicycle parking.



One-Way Bikeway, 8th Avenue, New York City



Two-Way Bikeway, Vancouver, BC

What could a bikeway on The Embarcadero look like?

The location and design of the bikeway on The Embarcadero are unknown at this time. The constraints of the roadway, which includes the Muni right-of-way, narrow sidewalks on the west side, and the widths of the existing travel lanes, will dictate what design elements are technically feasible. Trade-offs between parking, Promenade width and travel lane width will be defined as part of the design process and the public will help to weigh-in on what they prefer.

As an initial step, City staff will analyze basic, broad design concepts to determine if they can physically fit into the roadway. For example, it is unlikely that a two-way bikeway would be able to fit into the west side of The Embarcadero given the limited right-of-way on that side of the street. Design options will be tested for 'fatal flaws' to give the project team and the public direction on which elements of the enhancement can be technically considered.



Two-Way Bikeway, Seattle, WA

Other design concepts may arise during the planning process.

Because of the relatively long distance of The Embarcadero, which is over 3-miles in length, and the varying characteristics of the roadway from location to location (the presence of on-street parking, number of travel lanes, width of sidewalks, and demand for curbside activities, for example), consideration of a variety of design options may be needed at different points along the roadway. Thus, an 'one-size-fits-all' approach to the process will likely not be possible, and the final design may include different design approaches and/or different sets of trade-offs required to achieve a final recommended design depending on the exact location along The Embarcadero.



Raised Bikeway, Cambridge, MA

Some of the broad design concepts that will be considered include:

- Two-way bikeway on the water side (either within the roadway or on the Promenade)
- Two one-way bikeways, curbside, on either side of The Embarcadero
- Two one-way bikeways, in the center of the roadway adjacent to the Muni right-of-way
- Two-way bikeway in the center of the roadway adjacent to the Muni right-of-way

This project is quite different than the interim bikeway that was temporarily installed to accommodate visitors to the America's Cup events in 2012 and 2013. That bikeway was in place for only a short time and for a short distance. It used temporary barricades and fencing to provide separation between vehicles and cyclists.



Improvements on Prospect Park West, New York NY

The intent of the Embarcadero Streets Enhancement project is that it would result in a facility that is permanent and an attractive part of the infrastructure on The Embarcadero, enhancing the streetscape.

How might a bikeway impact The Embarcadero?

Recent studies of similar bicycle facilities from other American cities indicate that protected bike lanes result in large increases in people riding bicycles, (particularly for two-way bikeways), increases

in cyclist compliance with road rules, (specifically at intersections with separate bicycle signals), increases in perceived safety for all road users, even among people in motor vehicles, and overall support among residents for an increase in installation of bikeways in other locations. Importantly, residents largely felt that the protected bike lanes led to an increase in the desirability of their neighborhood and that had a positive impact in economic activity in their community. Perceptions among people driving on the street was generally positive as well, with over half of residents who had driven a motor vehicle on the street stated that predictability of people on bikes and in cars had increased. Parking was the key issue with the reallocation of road space, with the impact to parking being the most negative perception.

Data to track changes in collisions over time were not available given the recent installation dates of the sample projects, but study authors suggest that notable safety problems were not observed. However, other studies indicate that implementation of separated bikeways do make roadways safer for all road users.

For example, the New York City Department of Transportation installed a two-way bicycle path and other traffic calming measures adjacent to Prospect Park in 2010. The department found that the numbers of people on bikes tripled after the implementation; while numbers of cyclists riding on the sidewalks significantly dropped to 3% from 46%, and crashes for all road users decreased by 16% and injuries to all road users dropped by 21%.

What is 'conceptual design'?

The scope of this project is the development of a conceptual design for the bikeway on the Embarcadero. Conceptual design is the very first phase of design. This preliminary design will bridge the gap between a design concept and the detailed design phase when the project can be designed fully for construction. In the conceptual design task, the overall project is defined, and schematics, diagrams, and layouts of the project are developed to provide early project configuration, including indications of what the project should do and look like. While the conceptual design phase focuses on creating the general framework from which the project will build on, the detailed design phase will fulfill the vision of this framework even if the parameters of the part being created can change. Thus, a broad indication of the trade-offs associated with the project, including potential on-street parking loss, and reduction in width of Promenade for example, will be indicated but not made fully firm until the detailed design phase.

The final product of this project will be a planning report with conceptual drawings that illustrate, broadly, the type of facility that will be provided with typical cross-sections of The Embarcadero with project included. A recommended design is expected to be completed in the Fall of 2015.

Subsequent phases would include environmental review, detailed design, and construction. Currently these phases are unfunded.

How will the public be involved in the Project's development?

The Project includes a stakeholder participation and public process to review and comment on alternative concepts, trade-offs, and costs, with the objective of arriving at a recommended Project that is physically and financially viable, and enhances the public values, pedestrian safety and experiences along The Embarcadero waterfront.

THE EMBARCADERO ENANCEMENT PROJECT

The outreach process will consist of 'formal' meetings and workshops, available to all interested members of the public and the business community, as well as 'informal' discussions with members of the project team, as requested.

The formal outreach process will consist of the following meetings:

- **Public Open House #1**

The Project Team will provide open house attendees with a broad introduction to the project, including project intent and goals. Conversations with the public about design considerations and transportation desires for the roadway will be initiated.

- **Design Workshops (3)**

Three location-based workshops (i.e., The Embarcadero from Broadway to Harrison) will allow attendees to discuss location-specific issues and opportunities with the Project Team. A facilitated exercise at each of the three workshops will help participants to identify the trade-offs associated with specific design treatments in each block of The Embarcadero and have discussions about those potential trade-offs. These potential trade-offs will start to be identified at the workshops, which will help to guide subsequent discussions with the public and stakeholder groups, as design alternatives are further developed.

- **Public Open House #2**

Attendees can provide feedback on two or three design alternatives and cost estimates at the open house and via an online survey. The purpose of this meeting will be to confirm the design goals and identify design alternatives and/or elements that have strong support. At this stage stakeholders should understand the transportation related trade-offs associated with the design elements.

- **"Meet Us On The Embarcadero"**

Members of the Project Team will schedule regular office hours on The Embarcadero for casual one-on-one or small group discussions to discuss ideas, address concerns or answer questions about the Project.

- **Individual Conversations and Presentations**

As requested, members of the Project Team will have individual meetings or will give presentations about the project at neighborhood or other scheduled group meetings with sufficient advanced notice.

A second set of Workshops and a third Public Open House may be scheduled, as required.



How will this project benefit San Francisco?

Ultimately, this project aims to create a safer and more comfortable Embarcadero by more clearly defining areas for each of the different user groups. This should help to bring a sense of order to what may now sometimes feel chaotic and should help to attract more users on foot and bicycle of all ages and abilities.

The addition of a safe and comfortable bicycle facility on The Embarcadero can provide a vital link between the growing number of attractors on The Embarcadero and other neighborhoods, including employment, commercial, cultural, educational, entertainment-related, recreational and transportation hubs such as BART. Attracting more visitors by foot and bicycle will relieve some of the existing pressures on Muni and on- and off-street parking facilities, while increasing access to these attractions.

This project would not reinvent The Embarcadero. The intent is to build upon its phenomenal success. Certain core aspects, such as the Muni rail tracks, will remain as they are. Other elements of the roadway however, such as curbs, on-street parking, and loading activities may be re-examined to look for opportunities for improvement.

It is important to note that this project will take into account the needs of all roadway users and will strive to achieve a balanced solution. The Embarcadero provides primary or exclusive access to many Port waterfront businesses, so any design must respond to those operational needs as well as to improve access, public safety, and enjoyment of the waterfront.

How will this project benefit San Francisco?

Safety

- Minimize opportunities for conflict and collisions among all people on The Embarcadero, with the goal of eliminating serious and fatal injuries;
- Create an Embarcadero that is welcoming and comfortable to people of all ages and abilities;
- Encourage all road users to comply with the rules of the road;
- Reduce the feeling of chaos among all users of The Embarcadero.

Access

- Make it easier for people to access the waterfront, and also provide better access for employees and the movement of goods;
- Improve transportation connections between the various attractions along The Embarcadero and beyond;
- Relieve some of the burden off of the crowded Muni F-Line;
- Encourage more visitors to leave their cars at home

Support Business

- Shift more visitors to transportation by foot, bike and transit to free up roadway and parking space for critical goods access and port industry needs



MEMORANDUM

July 2, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *Monique Moyer*
Executive Director

SUBJECT: Informational presentation regarding the Request for Proposals (RFP) for a Retail Leasing Opportunity at the Pier 29 Bulkhead Building, located at Chestnut Street and The Embarcadero

DIRECTOR'S RECOMMENDATION: Informational Only – No Action Required

SUMMARY

Port staff has been studying the reuse of Pier 29 following the 34th America's Cup. Now that San Francisco is no longer being considered to host the 35th America's Cup, Port staff believes it is appropriate to share our ideas with the Port Commission and the public for review and feedback. Reuse of Pier 29 is an important next step to support the new James R. Herman Cruise Terminal and the Cruise Terminal Plaza.

After pursuing a dialogue with the Port Commission and stakeholders including sessions with NEWAG and, as appropriate, Bay Conservation and Development Commission (BCDC) and State Lands Commission (State Lands) staff, regarding the future use(s) of Pier 29, Port staff proposes to retenant Pier 29 on an area-by-area basis, rather than pursuing a master developer or master tenant for the whole facility. (See also Attachments A & B for maps of the Northern Waterfront and the Pier 29 complex). This approach would allow for experimentation and response to changing market conditions. Port staff proposes to start this process with a Request for Proposals (RFP) for a lease to build-out and operate a "San Francisco Bay Area flavored" retail facility with a single or multiple smaller retail businesses at the Pier 29 Bulkhead Building. Given recent investment in the Bulkhead Building and the retail

THIS PRINT COVERS CALENDAR ITEM NO. 13A

success and community acceptance of the Waiheke Island Yacht Club Restaurant during the 2013 America's Cup events, a retail RFP is a natural first step in re-tenanting Pier 29.

The RFP would seek retail operator(s) that can capture local, regional and International visitor and cruise passenger retail spending as well as provide retail attractive to San Francisco residents year-round. Activating the Pier 29 Bulkhead Building will enhance the Cruise Terminal area for cruise passengers, the neighboring community and invite the visiting public into this newly rehabilitated historic building.

Through the competitive selection process, Port staff proposes to solicit a potential retail tenant(s) to perform all tenant improvements, associated infrastructure improvements and needed health and safety upgrades to the facility. Respondents would be screened for their capabilities and qualifications to undertake these improvements at the Pier 29 Bulkhead Building and continuously operate it as a high quality retail facility. To ensure the success and consistency of this unique experience, the Port would entertain proposals which emphasize the tenant(s) ability to manage such a space, which may include creation of an advisory board similar to the board overseeing the Ferry Building farmer's market.¹ If the Port staff vision for Pier 29 reuse receives positive feedback from the Port Commission, the public and staff from State Lands and BCDC, Port staff intends to return to and seek Port Commission approval of an opportunity and the issuance of an RFP for the Pier 29 Bulkhead Building. Depending upon Port Commission and community feedback, Port staff anticipates issuing the RFP in Fall 2014.

HISTORY

Pier 29 is a contributing resource in the Northeast Waterfront Historic District which is listed in the National Register of Historic Places. Pier 29 was built in 1915 and is approximately 123,000 square feet in area in its current configuration.

The bulkhead portion of the building fronting on the Embarcadero was built in 1918 in the neoclassical architectural style together with Pier 29½ and Pier 31.

The Pier 29 shed, along with the Bulkhead Building, was originally used as a warehouse facility supporting the maritime industry. In more recent years, Pier 29 has been used for a variety of mixed uses such as general storage, parking and construction laydown.

On June 20, 2012 a fire caused damage to the Pier 29 bulkhead and shed building. Thanks to the expert work of the San Francisco Fire Department, the fire was contained primarily to the Bulkhead Building and did not spread to the Pier 29 shed or to the conjoined pier structures, Pier 29½ and Pier 31. While the adjacent buildings were saved, the Bulkhead Building was destroyed. Soon after the fire Port staff led the effort

¹ CUESA (Center for Urban Education about Sustainable Agriculture) is dedicated to cultivating a sustainable food system through the operation of the Ferry Plaza Farmers Market and its educational programs.

to rebuild the Bulkhead Building. The Port commenced repairs to the damaged Pier 29 Bulkhead Building, completing the repairs in time to host the 34th America's Cup events.

From March 2013 to January 2014, the Pier 29 Bulkhead Building was used by the America's Cup Event Authority in support of the America's Cup events and the activities at Piers 27-29. More specifically, a large portion of the Bulkhead Building was occupied by the Waiheke Island Yacht Club Restaurant. The restaurant was a temporary "pop-up" facility meant only to exist for the duration of the America's Cup events. The restaurant vacated the Pier 29 Bulkhead Building in January 2014. Subsequently the Pier 29 Bulkhead Building has been part of the area used in completing Phase 2 of the James R. Herman Cruise Terminal and Cruise Terminal Plaza.

STRATEGIC OBJECTIVE

The Port strives to enhance the quality of life and economic vitality of the City and the region. As such, the Port continues to work to reinvigorate its historic waterfront assets to enhance these public benefits. The Pier 29 Bulkhead Building represents a unique and valuable opportunity: it was recently renovated after the 2012 fire and is well placed on The Embarcadero Promenade adjacent to the Port's soon to open Pier 27 James R. Herman Cruise Terminal and adjoining Cruise Terminal Plaza. Port staff have spent the past several months devising a vision that enhances the new Cruise Terminal and the public investments made as more fully described below. Activation of the Pier 29 Bulkhead Building represents the first phase of this vision.

The strategic objective of the proposed Pier 29 Bulkhead Building RFP is to: 1) provide supporting services to cruise passengers and visitors to the Port; 2) activate and enliven the waterfront; 3) bring the Bulkhead Building back into economic use; and 4) provide a significant and on-going revenue stream to the Port.

BACKGROUND

The Northeast Waterfront has undergone great change in the last 20 years. The striking series of pierhead and Bulkhead Buildings provide this area with a unique architectural, historic and maritime character. The evolution of this area has changed the function of the Embarcadero from an industrial service road accessing the piers, to a beautified urban boulevard that supports pedestrian, vehicular, bicycle and public transit modes of travel.

Along The Embarcadero, existing developments on Port seawall lots (west side of the Embarcadero) include the Waterfront Plaza between Sansome and Bay Streets (SWLs 315, 316, 317), the newly renovated Fog City Diner at Battery Street (SWL 319), and the landmark Belt Railway Roundhouse Building at Lombard Street (SWL 318). Developments outside of Port jurisdiction include the Levi Plaza office and retail complex, and many office and design-related businesses in restored historic buildings along Battery and Sansome Streets. In addition, the inland area includes established

residential enclaves at the foot of Telegraph Hill. This area, transformed from its industrial beginnings, is now regarded as a stable and desirable urban location.

Along The Embarcadero, many of the architecturally rich brick and concrete structures originally built for maritime and industrial operations have been renovated for modern office and retail uses, thereby preserving the character of the existing City-adopted Northeast Waterfront Historic District while establishing a strong economic base. The Pier 29 Bulkhead Building has the potential to undergo such a transformation and become an integral part of the Northeast Waterfront.

WATERFRONT LAND USE PLAN

The lease must be consistent with the Port's *Waterfront Land Use Plan* ("Waterfront Plan"), which includes retail uses at Pier 29. The Waterfront Plan lists the following uses or a combination thereof, as acceptable by the Port for inclusion in any proposal for the site:

- retail sales of goods and services, including but not limited to restaurants and other eating and drinking establishments,
- shops,
- personal services,
- dry goods,
- public and other markets, and
- retail outlets.

These uses will continue the Port's Waterfront Land Use Plan's goal to revive and rehabilitate this part of the Embarcadero Historic District with pedestrian-friendly, active uses that bring people and business activity to the waterfront and help knit Pier 29 into the Northeastern Waterfront neighborhood.

PIER 29 VISION

Port staff has been studying the reuse of Pier 29 following the 34th America's Cup. Now that San Francisco is no longer being considered to host the 35th America's Cup, Port staff believes it is appropriate to share our ideas with the Port Commission and the public for review and feedback. Reuse of Pier 29 is an important next step to support the new James R. Herman Cruise Terminal and the Cruise Terminal Plaza. To that end, Port staff presents its initial vision for the full re-tenanting of Pier 29.

This staff vision is intended to start a dialogue with the Port Commission and stakeholders including sessions with NEWAG and, as appropriate, BCDC and State Lands staff, consistent with the implementation process set forth in the Waterfront Land Use Plan (Attachment C).

After this public outreach process, staff intends to employ the Port's Real Estate staff to tenant Pier 29 area-by-area instead of seeking a master developer or master tenant.

Port staff's vision of re-tenanting area-by-area will allow for Port staff, Commissioners and stakeholders to explore reuse of Pier 29 incrementally, which provides an opportunity for experimentation and response to changing market conditions. Reuse of the Pier 29 Bulkhead Building is envisioned as the first area to be re-tenanted. During the development and issuance of the RFP for the Pier 29 Bulkhead Building, staff will continue to engage with stakeholders for feedback on both the Pier 29 Bulkhead Building and the other Pier 29 areas.

The Waterfront Land Use Plan calls out Piers 27-29 as a potential mixed use site. With the construction of the Pier 27 James R. Herman Cruise Terminal and Cruise Terminal Plaza and the repair of Pier 29 bulkhead after the 2012 fire, the Port has already begun critical phases of rehabilitating and reusing the Piers 27-29 area. The opening of the Cruise Terminal and Cruise Terminal Park represents an opportunity to replace previous light industrial use and parking at Pier 29 with people-oriented activity that welcomes cruise, neighbors and other visitors. The Cruise Terminal will host over 300,000 cruise passengers in 2015. Alcatraz Landing, next door at Pier 31, attracts more than 1.3 million passengers a year. The Exploratorium in Pier 15, less than ¼ mile away, attracted more than 1 million visitors in its first full year of operations. The Piers 27-29 area continues the Port's efforts to attract people to visit and enjoy the waterfront from the Ferry Building to Fisherman's Wharf.

Through recent historic rehabilitation efforts, including Pier 1, the Ferry Building and Piers 1½-3-5, Port staff has learned the importance of providing access to rehabilitated structures so the public can appreciate the architecture of Port historic resources. This policy objective has been reflected in both BCDC permits and State Lands letters making findings of consistency of proposed development with the public trust. With the significant foot traffic along The Embarcadero, the Port and its partners have found that retail opportunities located in bulkhead buildings can create successful spaces that allow the public to enjoy Port property.

To be successful year-round, a retail operator at Pier 29 should also be attractive to local residents and nearby workers as well. The Levi's Plaza area houses 14,000 jobs within a half-mile of Pier 29 with an estimated spending of \$100 million annually and a nearby residential population of 15,000 with an estimated \$170 million in annual retail and dining spending. The F-line and transportation resources of the Cruise Terminal make the site more accessible to San Francisco workers and residents than many waterfront sites.

At Pier 29 Port staff envisions a San Francisco Bay Area themed marketplace that brings together a collection of successful San Francisco retailers/restaurateurs. One possibility is to be a one-of-a-kind location that could have a tenant mix matching the success of big and little companies from San Francisco and the Bay Area. For example, there could be a selection of bread-makers, ranging from Boudin's Bakery to Acme Breads to Pinky's Bakery, etc. together with a selection of children's clothing and accessories such as Wee Scotty, Dottie Doolittle, The Ark Toy Store, A Child's Delight, Glammic, Ambassador Toys, Small Frys, Chloe's Closet, etc. There could be flower

shops, such as Flora Grubb, Hoogasian Flowers, Bay Natives Nursery, etc., jewelry makers, book sellers, ceramics, hardwares, wine and/or artisan beer tasting areas, cooking novelties such as William Sonoma, Napa Style, etc. and food and beverage purveyors. Given the size of Pier 29, the facility could support numerous small 1,000 sf retailers as well as larger retailers and possibly 1-2 anchor retailers. The spaces could be divided with landscaping, half walls, framing etc. There are numerous examples of such spaces ranging from the Ferry Building in San Francisco to the Granville Island Public Market in Vancouver, Canada to the Kyoto Handicraft Center in Japan.

Just as there are numerous examples of marketplaces around the world, there are also numerous examples of ways to populate and manage such marketplaces. CUESA, on behalf of the Ferry Building Farmer's Market, is one such example. Such a committee could select vendors, manage the facility and give support to all the tenants or subtenants.

As mentioned previously, Port staff propose to retenant Pier 29 on an area-by-area basis. Port staff's re-tenanting vision for the entirety of Pier 29 is to undertake re-tenanting through four stages. Staff proposes to retenant the Bulkhead Building as the first area and pursue re-tenanting of the remainder of the Pier 29 shed into three follow-on areas, which are described in greater detail below.

- I. The first area is the Pier 29 Bulkhead Building, which consists of approximately 30,000 square feet. The Bulkhead Building has been tested as a successful retail location with community acceptance by the Waiheke Island Yacht Club Restaurant, a temporary "pop-up" facility which was successful for the duration of the 2013 America's Cup events. Based on this experience the Bulkhead Building is envisioned as the site for the retail anchor(s) for this unique, "San Francisco Bay Area flavored" retail facility positioning anchor tenants that will draw and create activity in the front of the Pier 29 shed. The purpose of this tenant concept is (1) to take advantage of pedestrian traffic flows along the Embarcadero promenade to entice visitor traffic to the bulkhead location in turn creating a gateway to the entire Pier 29 facility and (2) to take advantage of cruise passenger flows from the new terminal and create a gateway into the City. Port staff will be seeking a tenant(s) that can propose a retail concept to distinguish itself from other retail along the waterfront or even in the City or the region. This retail opportunity is meant not to compete with other Port retail areas such as Fisherman's Wharf or the Ferry Building. In contrast, it is meant to augment the greater richness of the total retail experience to visitors and residents in the Northeast Waterfront and to highlight and promote that which is unique to our region, such as San Francisco artisans, Napa/Sonoma wines, etc. Under the Pier 27 BCDC permit, any improvements also will include interior public access that enables visitors to experience the Bay, connecting to the Pier 29 north public access apron, away from The Embarcadero.
- II. The second area consists of approximately 35,000 square feet and is situated on the south side of the Pier 29 shed. This space is envisioned to be divided into

café and retail "shop" spaces that can open onto a central pedestrian aisle in the shed as well as creating an attractive retail frontage that faces the cruise terminal, providing an amenity to cruise passengers and other visitors to the pier. These are expected to be relatively small spaces with multiple opportunities for local small businesses representing San Francisco and broad Bay Area businesses and culture. The eastern portion of this area is envisioned to be dedicated to supporting the cruise industry. Uses in this portion of the shed could include: a visitor's center, concierge service, baggage storage, transportation services for tours of San Francisco and other Bay Area locations, and onsite Bay Area experiences for tourists and cruise passengers with no time to actually visit locations such as Napa, Santa Cruz and art museums in the City.

- III. A third area also consisting of approximately 35,000 square feet is situated on the north side of the shed. This area is envisioned to be used primarily to support the retail activities in Bulkhead Building and the south area of the shed. The Port is interested in attracting San Francisco businesses to establish a retail presence in Pier 29 and utilize "back of house" space to fabricate, assemble or store their own products at Pier 29. Ideally this industrial space can attract "maker" users as an area to make their goods locally with a connection with retail showroom space elsewhere at Pier 29. The area likely would include demised, minimally improved, industrial spaces.
- IV. Finally, the area at the east end of the shed, which is approximately 23,000 square feet, has a roof and a north and west wall, but is not enclosed at the east end, open to views of the Bay from the triangular tip of Pier 27-29. This is a BCDC public access area, and a unique semi-enclosed pier shed creates an indoor-outdoor experience of the Bay, but with some shelter from the wind and elements. As part of the Cruise Terminal project, this area of the shed was going to be demolished but was ultimately retained in its current state. Port staff proposes to engage with BCDC to define acceptable activating uses for this area to create a draw people out to the pier tip, and enhance public access enjoyment of this extraordinary location.

Any proposal for improvement of the Pier 29 Bulkhead Building will be subject to regulatory review to comply with requirements of the California Environmental Quality Act, BCDC, and other environmental regulatory agencies (e.g. Regional Water Quality Control Board). As Pier 29 is a contributing resource to the Embarcadero Historic District, any proposal for construction or physical improvements also will require review by a qualified historic preservation expert to ensure they comply with Secretary of the Interior Standards for Historic Rehabilitation. See Attachment B for a map of Pier 29 showing these four areas within Pier 29.

BULKHEAD BUILDING RFP PURPOSE

Port staff recommends that the reuse of the Pier 29 Bulkhead Building be put out to a competitive selection process soliciting a single tenant or consortium of tenants

to (1) perform needed infrastructure and tenant improvements (including health and safety upgrades), (2) lease the upgraded facility for this "San Francisco Bay Area flavored" retail experience, (3) manage the facility to ensure its economic vitality and attractiveness, and (4) integrate improvements that are sensitive to Pier 29's historic status and comply with Secretary of Interior Standards for Historic Rehabilitation (Secretary Standards). Port staff believes that this approach achieves the goal of reactivating the Bulkhead Building while leveraging private capital and expertise to expedite the rehabilitation of the Bulkhead Building and create a valuable retail opportunity that would serve multiple markets: cruise passengers, local tenants and residents, and other visitors and tourists to the waterfront. Given the readiness of this facility it makes sense to pursue an independent retail RFP as a first step even as an overall vision is being refined. It gives an opportunity to go to the market on a smaller scale and gauge interest in San Francisco flavored retail in conjunction with the Cruise Terminal and Cruise Terminal Plaza.

Given the approximate 30,000 square feet within the building, a single anchor user or a mix of two or more of the uses described above may be proposed. It is encouraged that the Pier 29 Bulkhead Building be used for one or more distinct operations under a lease with a single user. For example, a restaurant could be accompanied by other related retail uses. The Port will entertain a variety of proposals that meet the vision for Pier 29.

The Port will select a qualified Respondent who has the demonstrated ability to finance, design, construct, maintain and operate the leasing opportunity as described above. As well, substantial rehabilitation and waterfront development experience are desired. The Port Commission will select a Respondent that can creatively use the existing building for a use or uses that will take full advantage of the building's location, the adjacent Embarcadero Promenade and will activate and enliven the waterfront with a truly unique San Francisco retail destination.

The solicitation will seek a respondent to develop a strategy to fund improvements that will allow for a creative rehabilitation of the bulkhead structure with the appropriate improvements necessary to create and operate an ongoing high quality retail operation. The RFP will require respondents to propose the most creative and effective implementation strategy to lease the Bulkhead Building in order to achieve the Port's goal of bringing the Bulkhead Building back into economic use, consistent with Secretary Standards, and provide an on-going revenue stream to the Port.

The RFP is an opportunity to showcase San Francisco specialties and will encourage the creation of these unique retail uses in the Bulkhead Building: 1) uses that complement tourism and the cruise industry, 2) restaurants and other food vendor services, and 3) visitor and local serving retail. These uses would continue the Port's Waterfront Land Use Plan's goal of preserving this historic structure and promoting pedestrian-friendly services and amenities that replace industrial storage and parking, and activate the Pier 27 Cruise Terminal and Plaza area.

OVERVIEW OF OPPORTUNITY

If approved, the RFP will be issued in the near future and seek a respondent with demonstrated experience in creatively rehabilitating, building out, and operating unique high quality retail facilities. An ideal retail tenant will have experience with historic rehabilitation of waterfront structures, experience and ability to identify appropriate local retailers, and a demonstrated ability to operate and maintain high quality retail facilities once completed. For example, the entire space may be too large for the respondent's own use; however the respondent will still be responsible for sub-leasing the remainder of the space to a sub-tenant(s) that is appropriate and complementary to the respondent's broader retail concept. In addition, such a candidate should have a proven ability of working with public agencies to achieve results desired by the Port.

As noted above, a response to the RFP will include an implementation strategy of the Pier 29 bulkhead structure. The RFP will evaluate respondents' qualifications to undertake the development and ongoing operation of a high quality retail facility.

The Port will require that the rehabilitation of the Pier 29 Bulkhead Building be funded through private sector investment and expects that the successful candidate will fund physical improvements, and provide for on-going operating/maintenance costs as well as provide security for the facility.

The negotiated transaction of the Pier 29 Bulkhead Building between the Port and a successful respondent will be at fair market rent, which will include base rent and a percentage rent component. The initial lease term will be up to 20 years. The Port may include an option(s) to extend for an additional period to be negotiated and exercised at the Port's discretion.

SELECTION PROCESS

Port staff recommends a selection process consisting of the following steps:

- 1. Request for Proposals** – Staff will prepare an RFP requiring submittal of respondent's qualifications to lease the Bulkhead Building, including a financial proposal. Respondents would be required to tender an earnest money deposit that would be refundable to all respondents except the one with whom the Port enters into exclusive negotiations.
- 2. Evaluation of Proposals** – Proposals will be screened for responsiveness to the RFP. Responsive proposals from qualified respondents will undergo technical evaluation. Following this review, staff will recommend the highest ranked candidate to the Port Commission. The Port Commission will select a candidate and direct staff to enter into exclusive negotiations.
- 3. Approval of Transaction** - Upon completion of any required environmental review and finalization of negotiations by Port staff, the Port Commission will consider

the lease and related documents. Given its term, the lease will also be subject to approval by the San Francisco Board of Supervisors.

SELECTION CRITERIA

The Port intends to select a candidate for the Pier 29 Bulkhead Building project based on the information contained in the responses to the RFP, an investigation of the entity's financial capability, past projects and performance, interviews (if Port staff elects to hold such interviews) and other pertinent factors.

Evaluation of the submitted proposals will require technical real estate and planning analysis. In particular, the following criteria are identified for proposal evaluation. The evaluation weighting of these factors will be specified in the RFP.

Experience, Qualifications, and Financial Capability for Development and Operation of a Retail Facility at the Pier 29 Bulkhead Building

- Experience with projects of comparable size, land use, visibility and expense, especially for projects located in the San Francisco Bay Area
- Experience of respondent's team members and key personnel
- The respondent's ability to fund the proposed project
- The respondent's overall financial track record
- Experience working within a mixed use retail environment and working collaboratively to establish a successful retail center.

Proposed Development Design and Retail Program for the Bulkhead Building

- The respondent's proposal to tenant the bulkhead structure as a "San Francisco Bay Area flavored" retail facility consistent with the Port's goals and objectives including LBE business participation
- The reasonableness and feasibility of the respondent's proposed retail concept in achieving the Port's objectives
- The probability of obtaining approvals for the proposed design, given the physical and legal constraints on development on the waterfront
- The design and architectural quality and constructability of the proposed design concept for the bulkhead structure including LBE participation in the design and construction phase

Proposed Financial Terms for Development and Operation of the Bulkhead Building

- The proposed annual rent for the site
- Private investment in Port property
- The term of the lease
- Additional revenues from all participation structures proposed

PROJECTED RFP SCHEDULE

To properly advertise this leasing RFP opportunity and to allow interested parties sufficient time to perform reasonable due diligence and prepare detailed proposals, staff proposes the following schedule subject to review and comment by the Port Commission:

Public Engagement	August/September 2014
Port Commission authorization to issue RFP	Fall 2014
Issue RFP	Fall 2014
Tentative submittal deadline	December 2014
Evaluation of proposals	Early 2015
Port Commission approval of ENA with selected respondent	Winter 2015
Port Commission lease approval	Spring 2015
Board of Supervisors' lease approval	Spring 2015

This schedule is an estimate and may vary on factors beyond Port staff's control. Staff will update the Port Commission on the response to the RFP and schedule for evaluation.

LOCAL OWNED BUSINESS ENTERPRISE ROLE/OPPORTUNITIES

The Port of San Francisco encourages the participation of Local Business Enterprises ("LBEs") in the RFP process. The primary goal of this RFP is to attract retail users and retail anchor(s) in the Pier 29 Bulkhead Building. Though there may be an opportunity to entertain an LBE anchor, more specific LBE goals can be established for potential LBE sub-tenancies (if sub-tenancies fit the retail concept proposed). This proposed RFP will present numerous opportunities for LBE participation from the original build-out phase to the final on-going management and operations of the facility. The Port expects opportunities for LBEs in the following occupations: architectural design, construction, project management, various vendors and suppliers, financial and accounting, building maintenance services and security, among others. Port staff will work with our partners to determine minimum LBE criteria to be included in the RFP. Port staff will include this determination for the Port Commission's review when we return for approval to issue the RFP.

CLIMATE CHANGE

Building out the Pier 29 Bulkhead Building for retail uses could result in these improvements being placed at risk as sea levels rise over the next decades. Given the term of the proposed lease it is unlikely that these improvements or increased retail commercial pedestrian traffic will create more property or safety risks at Pier 29. During the term of the proposed lease, there is some risk that the Port's maintenance of the substructure of this facility will be more difficult and expensive to maintain. There is no erosion, structural or geologic stability (liquefaction) issues that may be exacerbated

due to flooding or groundwater table rise, as the project is located on a pile supported structure over the bay.

CITY REQUIREMENTS

The RFP will require tenant to comply with all City requirements in effect, including without limitation: (1) Non-Discrimination in Contracts and Property Contracts (including providing equal benefits) (SF Admin. Code Section 12B and C); (2) Tropical Hardwood and Virgin Redwood Ban (San Francisco Admin. Code Section 12I); (3) Health Care accountability/San Francisco Admin. Code Section; (4) MacBride Principles – Northern Ireland (San Francisco Admin. Code Section 12F); (5) Tobacco Products Advertising Ban (San Francisco Admin. Code Section 4.20); (6) San Francisco Integrated Pest Management Program (San Francisco Admin. Code Section 39.1); and (7) First Source Hiring/San Francisco Admin. San Francisco Administrative Code §83.1 et.sq. The lessee for a restaurant with more than 50 employees will also be required to comply with the Employee Signature Authorization Ordinance (Sections 23.31-23.35) which requires employers of employees in restaurant projects on public property with more than 50 employees to enter into a "card check" agreement with a labor union regarding the preference of employees to be represented by a labor union to act as their exclusive bargaining representative.

NEXT STEPS

Port staff welcomes the Port Commission's and the public's review and comment on staff's vision and activation of the historic Pier 29 Bulkhead Building. Port staff will continue to work with NEWAG to develop the vision and project objectives for the Pier 29 Bulkhead Building RFP. Port staff also welcomes ideas for meaningful participation for LBEs within the proposed vision. Port staff recommends that the Port Commission direct staff to continue to engage the public and refine the Pier 29 retail vision and LBE opportunities and then return to the Port Commission with a resolution authorizing issuance of an RFP for a retail leasing opportunity at the Pier 29 Bulkhead Building. After Port Commission approval, Port staff will incorporate Port Commission input and issue the RFP targeted for Fall 2014.

Prepared by: Mark Lozovoy
Assistant Deputy Director, Real Estate

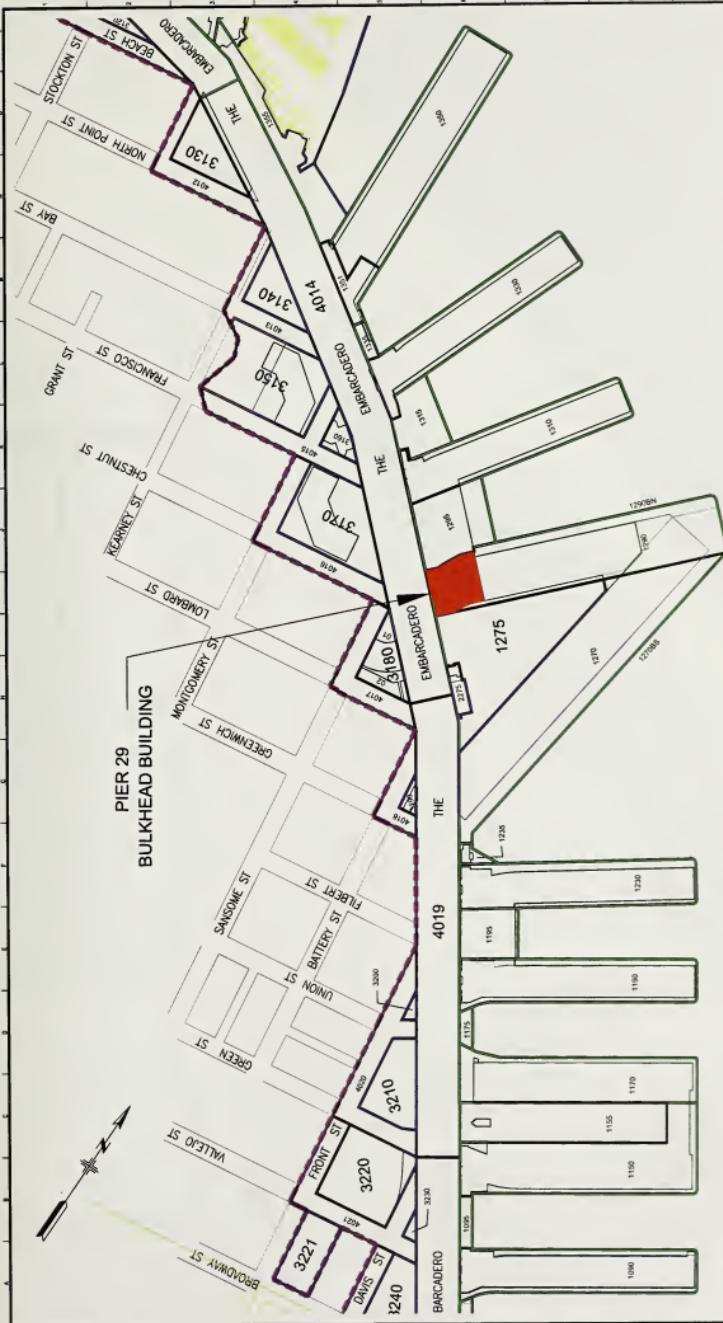
Jonathan Stern
Assistant Deputy Director, Planning and Development

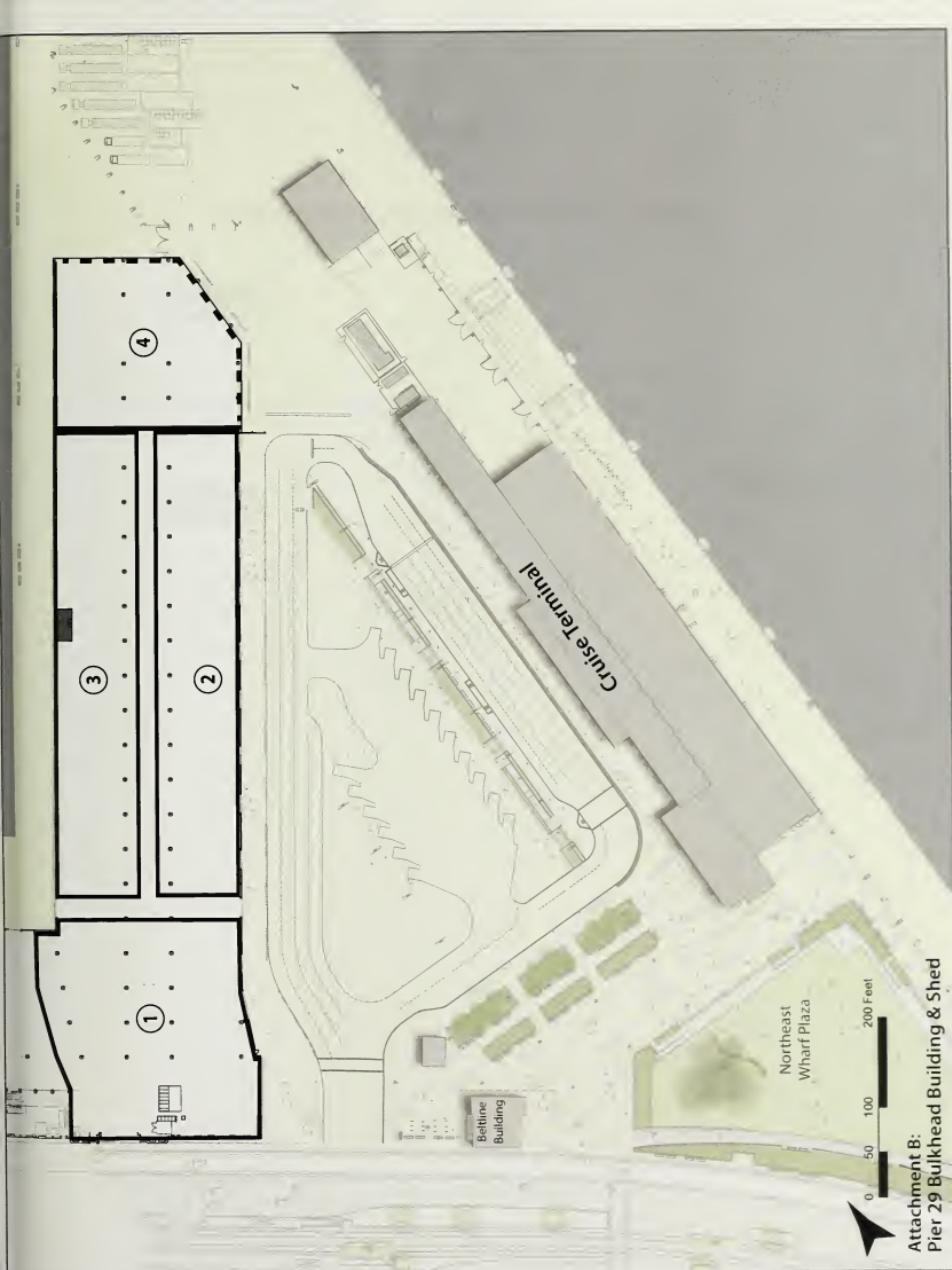
For: Susan Reynolds, Deputy Director
Real Estate

Attachments

- A. Map of Northern Waterfront
- B. Map of Pier 29
- C. Waterfront Land Use Plan Implementation Process

ATTACHMENT A

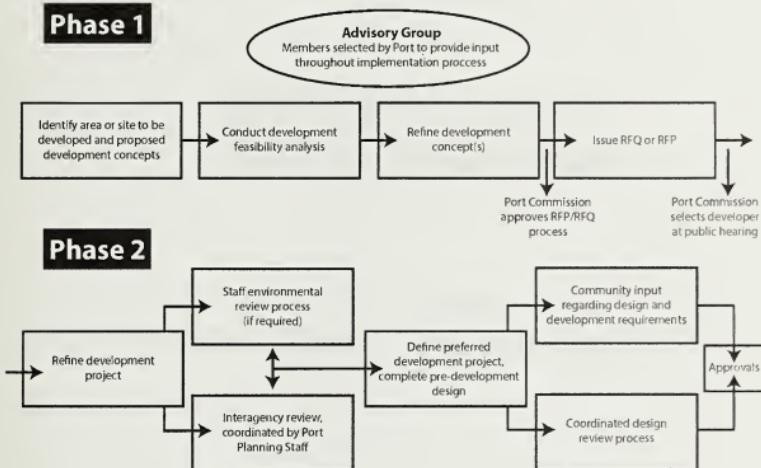




Attachment B:
Pier 29 Bulkhead Building & Shed

Attachment C

Waterfront Plan Implementation Process





SAN FRANCISCO PORT COMMISSION

**JULY 8, 2014
MINUTES OF THE MEETING**

MEMBERS, PORT COMMISSION

HON. LESLIE KATZ, PRESIDENT

HON. WILLIE ADAMS, VICE PRESIDENT

HON. KIMBERLY BRANDON

HON. MEL MURPHY

HON. DOREEN WOO HO

GOVERNMENT
DOCUMENTS DEPT

AUG - 8 2014

SAN FRANCISCO
PUBLIC LIBRARY

MONIQUE MOYER, EXECUTIVE DIRECTOR

AMY QUESADA, COMMISSION SECRETARY

Person Negotiating: Port: Susan Reynolds, Deputy Director, Real Estate; Mark Lozovoy, Deputy Director of Real Estate

*Negotiating Parties: Alfred Tom, Ferry Plaza Limited Partnership

5. RECONVENE IN OPEN SESSION

At 3:35 p.m., the Commission withdrew from closed session and reconvened in public session.

ACTION: Commissioner Brandon moved approval to adjourn closed session and reconvene in open session; Commissioner Adams seconded the motion. All of the Commissioners were in favor.

ACTION: Commissioner Brandon moved approval to not disclose any information discussed in closed session; Commissioner Adams seconded the motion. All of the Commissioners were in favor.

6. PLEDGE OF ALLEGIANCE

7. ANNOUNCEMENTS – The Port Commission Secretary announced the following:

- A. Announcement of Prohibition of Sound Producing Electronic Devices during the Meeting: Please be advised that the ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing of or use of a cell phone, pager, or other similar sound-producing electronic device.
- B. Announcement of Time Allotment for Public Comments: Please be advised that a member of the public has up to three minutes to make pertinent public comments on each agenda item unless the Port Commission adopts a shorter period on any item.

8. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

James Bryant - I want to bring to you a wonderful group of members of the A. Philip Randolph Institute Blue Heron's Brigade. With the obvious wisdom of this Commission and the forethought of all of your efforts, we bring to you kids that are from San Francisco Bay View Hunter's Point that are now cleaning up the Cargo Way Corridor from Heron's Head to Illinois Street.

Jackie Flin - Today I brought our Blue Heron Brigade. This is our youth program that we were awarded with the Conservation Corps about a year ago. They're about four and a half weeks into their eight-week program. In addition to just doing landscape maintenance on Cargo Way, we've also introduced water conservation concepts as well as environmental stewardship. In another capacity, I came to you around the EcoCenter in which I ended up partnering with the Aquarium of the Bay. We're also running workshops out of the EcoCenter. These young kids have also had a chance

to not only tour the site but learn about the different features in the building. I asked them to come today to thank you for the program and share what they've learned so far.

Starlene Su'a - This program gave me more opportunity such as more opening for other jobs and for college. This opportunity helped me gain more knowledge and helped me think more about my future. In this program I learned so many things like water, all types of water, and safety tools, and how important to wash your hands. I could use this experience to change the environment when I grow up. Thank you for your time.

Commissioner Katz – It sounds like you're already getting pretty grown up.

Jeremiah Campbell - I'm 15 years old, and I'm from San Francisco. This opportunity has helped me by learning about the EcoCenter's past and what it was in the past. This opportunity provides paid jobs doing things in a garden or for landscaping. I've learned that the EcoCenter's land is shaped as the head of a blue heron, and that's why they have a park named after that. The EcoCenter has bacteria forms in the soil and the EcoCenter uses that soil for good things for the plants. The EcoCenter releases methane gas into the air, which is bad for the environment. I will use this experience by volunteering in a garden or get a job in landscaping or do DPW work, or become a scientist and do experiments to find new ways to make fresh water. Thank you.

Chris Freeman - I'm 17, and I live in San Francisco. This opportunity has shown me how different parts of the community get treated differently and how there are all different native plants depending on the area and if a place isn't taken care of, how it can look. If it is taken care of how there can be many varieties of different plants that can live there and make it look more beautiful and make people want to go there. I've learned about the different kinds of water, which can help our plants and make the place look more native so it can be better looking. I can help my community by showing others how to not waste water, because we're in a drought. Thank you.

Chika Mezze - I'm 15 years old, and I live in San Francisco. This opportunity is a new way for me to see my community. For example, we're moving weeds and trash in order to make a change in our community. This program gave us an opportunity to envision what this community could be. So far I've learned about the different types of water and the ways we can conserve it, especially since California's in a big drought. This experience gives me the chance to use the knowledge I gained and to present them to others in our community so that they can help make a change, too. Thank you for your time.

Sierra Bourne - I'm 15 years old, and I'm from San Francisco. This opportunity has helped me gain more experience, both socially and in the work field. This internship at APRI has taught me how to cooperate and learn from the people you work with. It has also given me a chance to work towards bettering my community and giving me a new perspective on the environment surrounding myself and others. During my time at APRI, I have acquired knowledge as to how to utilize tools to help my community

grow and thrive. I've also learned why it is important to be aware of global factors concerning my community such as uses and distribution of various types of water. In the future I will use my experience at APRI to hopefully secure a substantial career and to use my environmental knowledge to eventually return to my community and assist further in its advancement as a whole. Thank you.

Kailer Gilton - I'm 14 years old, and I'm from San Francisco. This opportunity has helped me by gaining experience with working with others and learning about several things, like power and where it comes from. It has also helped me by working with tools and being outside with nature. I have learned to try to do new things like working outside because I have allergies. I also learned that we have several different types of water that comes from different places. I will use this experience in my future by helping make where I live look better so that when people from somewhere else can think it's clean and not dirty. I will also use this experience by telling others in different communities to help make our city a better and cleaner place. Thank you.

Nnandi Olaorie - I'm 17 years old and I'm originally from Jordan. This opportunity has shown me that I have potentials to do hard work and I'm a responsible person and I'm good with communicating with others. I learned teamwork is necessary to complete a job. I also learned that without teamwork, there's confusion. I also learned a lot about water and how to preserve water. In the future I'm going to conserve water. This job taught me how to be present, and it taught me a lot of great things. No pain, no gain. Thank you.

DeAngela Grayson - I'm 24 years old, and I live here in San Francisco.

Kurt Grimes, APRI - I'm 50 years old. I live here in San Francisco, and I cannot tell you how much an opportunity this is for these six kids. Thank you from the bottom of my heart. It's been a real pleasure and a real joy to teach these kids about water conservation. I'm sure, as you all know as you drink your water, that our water is a precious resource. For us being so very close to a water treatment plant, our kids have been exposed to various ways of how that area, that corridor that we're working on, can be turned into something lush, green, and beautiful. I thank you again, and I thank you for your time.

Commissioner Kat z - I want to thank all of you for coming today, for letting us, as Commissioner Adams often says, it's important for people to come and speak to the Commission. I want to thank all of you for coming and speaking here today and showing us what this program has taught you and meant to you. Our future and your future look awfully bright. Thank you very much for everything you do and for what you're not only learning but bringing back to your community. We're really pleased and appreciate your coming today.

Commissioner Adams - I'm so proud and happy to see young people with your poise and confidence. I'll tell you a little bit about me. I grew up in the inner city of Kansas City, Missouri. It wasn't until eight months ago that I myself learned about the environment. I had an opportunity to go to Antarctica with National Geographic in the South Pole and it has enhanced my life and made me think more about the

environment and I'm a steward. You guys are starting out a lot younger than I have but I really appreciate seeing you here today.

James and Jackie, I want to personally thank you and the work that Carol Bach did, and you guys came together. This is very heartwarming. This is very positive. Keep up the good work, young people. Get your education. Obey your parents. Keep doing the right thing, and make a mark in this society.

Commissioner Brandon - I, too, want to thank you guys for coming. This was really a special treat, just hearing your stories, hearing what you're learning, and hearing what you're doing for the summer is absolutely wonderful. Thank you for helping keep the Port clean and green.

Commissioner Murphy - Great job, guys. Thank you, Jackie and James. I've been over in your school, and I was very impressed with what you do over there. This is an example of it right here. I'm really impressed with your dedication. If there's any way I can help in the future, don't hesitate to call.

Commissioner Woo Ho - I want to thank you and ditto everything that's been said already. Especially, you all are very articulate and poised for your age. I think we have a lot to learn from you. Thank you.

James Bryant - I want to thank the Commissioners and Port staff for working with us, giving us an opportunity. Some folks were wondering where we had been, and I wanted to make sure that you knew what we were working on, and we wanted to come and say, again, thank you. Thank you for all the help you've done with Heron's Head. As you all probably know, we're working really well as a team with that project, with the Aquarium of the Bay. We are brightening up the southeast corner of San Francisco in very special ways. You noticed all the ages, right? That's really important. Kudos to Jackie, Kurt and DeAngela, who was formerly from the Conservation Corps. We're taking others from Conservation Corps because we are teaming up hopefully for a future of making sure that the dream of Sophie Maxwell to do programs is seen through, and that's through her mother as well. Thank you all.

9. EXECUTIVE

A. Executive Director's Report

• Port Commissioners' Reappointment

Monique Moyer - Thank you all for coming and being witness to seeing some of our youth here. That's always very gratifying and gives us a chance to see how we really are touching lives. I'm very pleased that they came today.

I have a couple of items to report. I want to start by congratulating our commissioners on their reappointments. President Leslie Katz, Vice President Willie Adams, and Commissioner Doreen Woo Ho have all been reappointed unanimously by the Board to new four-year terms as Port

Commissioners, which will take them all the way through May 2018, which sounds like a really long time, and yet we've already been talking about topics we're working on that will be out in that timeline.

I want to thank you, Commissioners, for your willingness to hold up your hand and be considered and reappointed. Each of you had very important moments in front of the Rules Committee. Each of your testimonies were unique but very important to the overall education of the public and supervisors as to some of the issues that the Commission faces, which are very complicated and hard to distill into a single bullet point or a single report, for that matter.

I wanted to thank you for taking the time to do that and to make sure that the public could understand as much about your capabilities and your contributions as possible so that the Board can make an informed choice in confirming your nominations. Congratulations to all three of you.

- Union Iron Works Historic District at Pier 70 - Officially listed in the National Register of Historic Places

Monique Moyer - On April 17, 2014, the National Park Service approved the Port's nomination for the Union Iron Works Historic District at Pier 70 and listed the district in the National Register of Historic Places, which is really an honor to be considered one of the nation's cultural resources worthy of preservation. We here in San Francisco, particularly at the Port, have long felt that this is a very unique district.

It has such great history, not just in its amazing architecture, but that location of the waterfront dates back almost to the city's inception and has certainly been in productive use the entire time. We're glad to see that the Park Service felt so as well. The significance of the Union Ironwork Historic District at Pier 70 is that it has been recognized for both its role in the national shipbuilding, but also for its industrial architecture from the period of 1885 through 1945.

The shipyard is the oldest continuously operating shipyard on the West Coast. The Union Ironworks played a prominent role in the Naval Defense of our country through multiple war efforts, most notably the Spanish-American War, World War I, and World War II. We've been recognized for a long time locally by our partners and, most importantly, the communities of the Potrero and the Dogpatch but as well, the Historic Preservation constituencies, especially the San Francisco Maritime National Historic Park and the San Francisco Architectural Heritage. It was with their help that we were successful in being listed on the National Register of Historic places. So we are very pleased about that. As part of being listed on the National Register, it provides incentives for us and our partners to preserve the architecture and the buildings and the flavor of the Pier 70 area. That comes with tax incentives for some of our important projects such as the Orton

Development, Inc. project to rehabilitate these very buildings, as well as the Crane Cove Park Project, the rehabilitation, and the 25-acre waterfront site. My kudos to Mark Paez and other Port staff for all the hard work that went into that nomination.

- Civil Grand Jury Report "The Port of San Francisco Caught Between Public Trust and Private Dollars" June 2014

Monique Moyer - I wanted to report on something that has gotten a lot of air time, but I wanted to make sure that it is in front of everyone. The Civil Grand Jury for Fiscal Year 2013-14 issued two reports this past June that affect the Port. The first is titled "The Port of San Francisco Caught Between Public Trust and Private Dollars." The second is titled "Rising Sea Levels at Our Doorstep." I want to recognize the members of the Grand Jury that are here, led by their Chairwoman Elena Schmid.

There are 18 volunteer members of the Civil Grand Jury. I believe the Grand Jury issued a total of five reports, six by tomorrow. They've had an incredibly busy year, and they took a crash course in learning all about the Port of San Francisco. We appreciated the effort that they went through, their professionalism in working with us. They scoured through volumes and volumes of documents, both of the Port and otherwise, and they presented their two reports.

With respect to the report titled "The Port of San Francisco Caught Between Public Trust and Private Dollars," the Port is obviously the lead focal point of that report. Pursuant to the code, we will provide a response to that report no later than August 19, 2014 to the presiding judge of Superior Court, with a copy of the response going to the Board of Supervisors. It's my understanding that the Board of Supervisors is not obligated to, but typically does call a hearing to discuss the response of the City to the Civil Grand Jury findings. Thereafter, the Controller's Office monitors the progress of the departments in adhering to the findings.

With respect to that particular report, the Grand Jury made 11 findings and recommendations. They've asked for responses from numerous city agencies including the Port, the Board of Supervisors, the Department of City Planning, the San Francisco Municipal Transportation Agency, the Mayor, the Department of Rec and Parks, and the Department of Public Works. The Port will be submitting its own response on this particular item, and the other departments will equally be submitting their own responses for the items that the Grand Jury wanted to hear from then on.

- Civil Grand Jury Report "Rising Sea Levels ... At Our Doorstep" June 2014

Monique Moyer - With respect to the Civil Grand Jury report, "Rising Sea Levels at Our Doorstep," the City has had a working group that you're going to hear about in our item this afternoon that has been working on sea level

rise for quite some time. A lot of what is in the report has come from the committee that is working on that report and is devising guidelines. We have an item later this afternoon on the work of that committee. The City will be responding to that report in one consolidated report. The response is due by August 24, 2014 to the presiding judge. We have a little bit of work to think through some of the issues and craft our response.

Commissioner Katz - While you're addressing sea level rise, I'd like to take a moment to note that on September 9, 2014 at a time certain of 4 p.m., John Englander, an expert on sea level rise, is coming to the Port Commission to give a presentation on sea level.

Monique Moyer - I was going to mention that later but at 4 p.m. on September 9th in this room, John Englander, who is the author of High Tides on Main Street, together with Will Travis, who is formerly the head of the Bay Conservation and Development Commission and is specializing in climate adaption, will come to make a presentation to the Port and the community. Everyone is welcome to attend. I've seen Mr. Englander's report and read his book.

Frankly, it's really interesting and very timely and something that, at least in San Francisco, we're taking very seriously, as a number of our public resources are likely to be impacted by sea level rise. My thanks to Elena Schmid and crew for all of their hard work, and appreciate your being here today and loaning me a copy of the report.

- Rebuilding Together's 25th Anniversary – June 26, 2014

Monique Moyer - Rebuilding Together's original name was Christmas in April. As you may know, Rebuilding Together got started in the wake of the 1989 Loma Prieta Earthquake. They have been operating now for 25 years, and for that entire period, they have been a Port tenant at Pier 28. We're really proud of all of their accomplishments.

Rebuilding Together mobilize volunteers to revitalize neighborhoods by repairing homes, nonprofit facilities, and schools. Since 1989 they have helped revitalize over 2,000 homes and 290 facilities, which serves tens of thousands of people here in San Francisco. We're really proud of them, and we celebrate with them their 25th anniversary and look forward to 25 more years ahead.

- San Francisco Municipal Transportation Agency's Public Open House on Embarcadero Enhancement Project – July 24, 2014 at Pier 1 from 6-8 p.m.

Monique Moyer - The San Francisco Municipal Transportation Agency, together with the Port of San Francisco, the San Francisco Public Works Department, and the San Francisco Planning Department are hosting an open house on July 24, 2014 at Pier 1 6-8 p.m. The purpose of the open

house is to discuss the Municipal Transportation Agency's Embarcadero Enhancement Project.

It's a place for everybody to share their ideas on how to improve safety and comfort for all travelers on the Embarcadero from Third Street to Powell-Jefferson, from the southern portion of the waterfront through to Fisherman's Wharf. The open house will be an opportunity for the public to be introduced to the planning project, share ideas, and learn more from the city project team. It's the beginning of the conversation of how to improve the Embarcadero again for all users.

- American Association of Port Authorities 2014 Communications Awards Program – Award of Excellence for Overall Campaign: Port of San Francisco's 150th Anniversary Campaign
- American Association of Port Authorities 2014 Communications Awards Program – Award of Excellence for Visual-Only Presentations: Port of San Francisco's 150th Anniversary Campaign

Monique Moyer - The American Association of Port Authorities, which is the trade association that represents ports in the Western Hemisphere, has awarded the Port of San Francisco with two awards related to our projects for the 150th anniversary. The Association of Port Authorities picked categories in the areas of excellence, distinction, and/or merit. They awarded 34 awards for excellence, 36 for distinction, and 36 for merit, but in a wide variety of categories.

For each category, there were only three awardees. The Port was selected for our communications program in the overall campaign category for our 150th anniversary campaign. This is what our nomination looked like. It covered everything from the banners and the pylons, which everybody recognized, but also to our online historical tours, the Maritime Day that we held, the manpowered boat tours, the Great Lion Dance that we did, but also our time at the Giants Ballpark the evening of Port's anniversary. All kinds of things that together combine to celebrate the Port for its 150th anniversary.

We were awarded the Award of Excellence for the Overall Campaign, which looks like this lovely award. And there were two other ports that received the same award - the Georgia Ports Authority and the Port of St. John in the Caribbean. We're very pleased by that distinction. We also were awarded an Award of Excellence for Visual Only Presentations and that related specifically to the banners and to the pylons. The award looks pretty similar, as you can see.

Nonetheless very pleased by them, and that puts us in the running to be considered for one of the top three awards, which will be given out at the annual convention later this fall. I want to again thank everyone. That was a huge team effort at the Port from the Commission on down to making our

150th celebration such a success. All of our tenants, our neighbors, and our partners really contributed. We're pleased to have that recognized nationally in the form of these awards.

My thanks to Renee Martin and Gerry Roybal and others for submitting the nominations and winning. Kudos to all.

Commissioner Katz - As a little side note, wasn't the artwork done internally by our very own staff?

Monique Moyer - Yes, it was and those banners are in hot demand. We had to lock them up.

- Port Commission Offsite Meeting – September 23, 2014 at Southeast Community Center, 1800 Oakdale, San Francisco

Monique Moyer - The commissioners have asked, and Commissioner Adams has promised on many occasions, that the Port Commission will hold offsite meetings, and our goal is to hold two meetings each calendar year. We will have our first outside meeting on September 23, 2014, which will be held at the Southeast Community Center. We'll be putting out more information about that but I just wanted to let everyone know that for the second meeting in September, we will be meeting in the southern waterfront area, which will be a great opportunity for us to hold our meeting and hear from some of the constituents that reside in that area of the waterfront. We will continue to plan for a second meeting in the coming months.

- Small Business Exchange periodical featuring Commission President Leslie Katz

Monique Moyer - The article features Commissioner Katz. It's a really good article and gives great kudos to the work that the Port is doing, meeting and exceeding our mandates for participation by local business enterprises, and some of the novel ideas that we are piloting, such as the Pier 33 Opportunity. Thank you so much, President Katz, for agreeing to appear so prominently in the periodical on behalf of the Port.

Corinne Woods - I wanted to talk about the two Civil Grand Jury reports, which, quite frankly, pissed me off outrageously. When we see the presentation on sea level rise later today, you'll be able to see why they missed a lot on what's already existing and what's already happening in the city. A far more direct concern to me is the one about the Port.

They missed an awful lot. They missed the fact that there is a significant amount of community outreach and involvement in all the Port does. All of the projects that I've worked on with the Port over the last 20 years have had a lot of planning. I get it that there has been political interference in some

projects and that's not good. But the overall approach of the Port, staff, and Commission has been thoughtful, thorough, ethical, and effective.

The Grand Jury doesn't get the fact that there are external constraints that the Port has to deal with. They talk about changing the Vessel Passenger Services Act. People have been trying to do that for however many years it's been in existence. They talk about increasing cargo work at the Port. I know from every time I've worked with the Southern Waterfront Advisory Group and the maritime people how hard the Port is working to increase its maritime cargo work in the Port.

I know the extent of the outreach and planning that has gone on the Seawall Lot 337 and Pier 70 projects. I hope that when the Port responds to the Civil Grand Jury report, they can very politely say, "You got it wrong, guys." Please, stand up for yourselves. Defend yourselves. You do great work. I don't like to see it ignored and trivialized..

Commissioner Adams - I'd like to thank Commissioner Woo Ho, Corinne Woods, Peter Dailey, Renee, and Diane. They all came down to the Rules Committee. Appreciate your support, what you had to say. As a Commissioner: I make no apologies to anybody about the work that this Commission has done. For the four other Commissioners that I serve with, we've been open. We've taken on controversial issues. Nobody gets it right all the time.

This is a time for us to reassess where we're going, but we're going to continue to move forward. We will continue to think out of the box. We understand, and we're trying to communicate to a city that doesn't even know that they have a waterfront. They don't even know there's a port here. I wish the Civil Grand Jury had came and talked to me. I'm the 35-year member of the International Longshore and Warehouse Union, the most powerful and militant union in this world.

I know more about ports than most of those people could ever think about. I go to all 29 West Coast ports because we represent the workers in those ports. People have a right to their opinion. This September we have the opening of the James Herman Cruise Terminal. We have other important projects that we're trying to get forward, because one thing that this Commission understands that some people don't get is that this port belongs to every citizen in San Francisco, California, whether you have money or not. I've always said that.

That's why we're even going out into the community, because sometimes the community can't come up here to the ivory towers. We're going out into the community. We want to educate them about their port. This is their port. They have to be engaged. We listen. Sometimes you have to make decisions. This Commission doesn't waver. We have backbone. We will make a decision. It

may piss some people off. So be it. But we're not afraid to make some decisions.

I can tell you for myself, I'm not running for a job at City Hall. I'm not running for a job up in Sacramento. I'm not running for a job in Washington, D.C. I serve at the whim of the citizens of this city. I'm a working class union leader from a very powerful militant union. I make no apologies, and I make no apologies for the four other commissioners I serve with. I know the time that they put in.

As the Vice President of the Commission, you can't believe all the meetings that the President and the Vice President have to go through. When Doreen Woo Ho was the President, this Commission and this Port at the time were right in the middle of a typhoon. She was the skipper along with Monique and this Commission and she guided us through. We don't always get it right. We heard what the voters had to say about Prop B. We're going to listen. We're going to reevaluate ourselves.

We're going to keep moving forward. We make no apologies, and we will do what's best for every citizen. I don't care if people write how many reports or whatever, we're going to stand strong to our values and what we think is right, because we represent the citizens of this city.

Commissioner Murphy - Commissioner Adams has said it all, he said it for me. I don't need to say anything.

Commissioner Katz - Thank you for your comments. I would like to say one thing that I'm pleased about is that people are actually focusing on the Port and the waterfront. I think all too often it's been a forgotten part of the city. One of the things that I'm very pleased and proud of over the last several years is that it has become recognized as such an important part of the fabric of San Francisco, and all the work that's been done to provide opportunities for everyone throughout the city.

I'm pleased that we've had such focus and scrutiny. It may not always be exactly what we want, but, as a friend of mine says, "Any publicity is good publicity." I'm not always sure about that but I am pleased that people are focusing on the extraordinary opportunities and what the waterfront has to offer across the board on so many levels.

I'm going to be doing a little bit of what I did last summer with my report, but that's for a later item. It coincidentally dovetails with the sea level rise and the sea wall. I'll be preserving what might have normally come under a Commissioner's report for that item for later, and I even have show-and-tell.

Commissioner Woo Ho - I want to thank the various people that also came down to support my reappointment. We've been through a tough period in terms of lots of things that we've done, and Commissioner Adams has

summarized it. For me and for all the other commissioners, we actually look at things very objectively. We listen very intently to the public and to the comments that we receive. We balance and at the end we have to make a decision.

We feel that, in most cases, we've made the right decision. It's not easy in this city because everybody has a voice and everybody has an interest. We will continue in that vein. We do represent different constituents. We don't come out of the same cloth. Every one of us has different points of view, and it's been amazing that we've actually coalesced in many cases on issues because we don't see the same thing. We don't see the elephant the same way. We touch at different places.

But we help each other with the diversity of opinion and diversity of thought and diversity of background to reach our conclusions. This Commission and I can attest, and now Leslie and Willie know how much work that Kim and I had to do. We were very happy to share the load and pass it on to them. This Commission does work very hard. There's a lot that perhaps not the public sees all the time but we do try to do the best. We're all very proud of what we've done so far.

Of course, things can always be improved. We want to continue to be open and transparent. We urge the staff to be the same way. They are open to hearing from us, and there is no issue there. There is very good communications among the community as well as with the mayor's office. We should be aware of that, and if we don't state it here publicly, we should say it periodically so people do realize that there is a process.

There is a strong process. We believe in the process. It sometimes frustrates people because it takes longer. There are more people. There are things, but we get through it. We are here for that purpose. As Commissioner Adams said, we are here for the Port, the people of San Francisco, and we, the Commission, don't have any interest. We're not paid. We have no dog in these fights. We don't work for developers. We work for what we think is best for the city.

Commissioner Brandon - I would like to congratulate Commissioners Woo Ho, Katz, and Adams on their reappointment to the Port Commission, and I look forward to working with you guys for at least another three years.

B. Commissioners' Report

10. CONSENT

- A. Request approval to issue a Request for Proposals (RFP) for an Engineering Services Contract to complete an Earthquake Vulnerability Assessment and Retrofit Alternatives Study of the Port's Seawall. (Resolution No. 14-44)

- B. Request authorization to issue a Request for Proposals for up to two Youth Employment Services Organizations to administer the Port's Youth Employment Program, with maximum term of four years in the amount of \$265,000 annually, and a total amount not to exceed \$1,060,000. (Resolution No. 14-45)
- C. Request to Award Contracts to two firms: Eagle Environmental Construction and Environmental Logistics for Hazardous Waste Disposal Services, each in the amount of \$187,500, with an initial term of three years and the Port's option to extend the term an additional year at an additional amount of \$75,000 for each contract, each contract will have a maximum amount of \$262,500, totaling \$525,000 for both contracts. (Resolution No. 14-46)

Commissioner Brandon - Can we take Item 10B off the consent calendar? I have a quick question regarding that item.

Commissioner Woo Ho - I would support Commissioner Brandon's move because I also have a question.

Commissioner Katz - We'll take 10A and C first. Is there public comment? Seeing none, all in favor of Consent Calendar Items 10A and C, signify by saying Aye.

Commissioners - Aye.

Commissioner Brandon – I have a question on the selection criteria. Will someone briefly tell me what the selection criteria would be based on?

Meghan Wallace, Budget Manager - We have quite a variety of criteria for the selection. Some of the key elements are going to be the number of participants. The contract proposers need to be able to have up to ten participants as well as two supervisors for their programs. We may select up to two prime contracts, but each of those contractors will also need to have subcontractors. They'll need to be able to maintain the key functions of the program i.e. maintain youth employment, supervise these youth to do the maintenance programs, monitor their performance, as well as the performance of their subcontractors.

Commissioner Brandon - I understand what's in the staff report but I'm wondering if there's any experience or budget/financial qualifications, etc. How would this be monitored? How would that be evaluated? Can any organization come up with ten kids and two supervisors and apply for this contract?

Monique Moyer - Do you have the scoring criteria in front of you, Meghan?

Meghan Wallace – Unfortunately, I don't.

Commissioner Katz - Is this similar to the criteria that was used during the last selection process after the Commission weighed in on some of the concerns they had?

Meghan Wallace - Yes. We definitely have been looking back at that process and trying to make sure that we're addressing those needs. I'm hesitant to go over too much of the details of the scoring criteria because the RFP hasn't been submitted. Perhaps that's something that we can share offline after the meeting as far as not wanting to disclose too much publicly prior to the proposal going out.

Commissioner Woo Ho - Along the lines of Commissioner Brandon's question, we spent a lot of time last time trying to design performance metrics such as encouraging as many participants. We were also concerned about how the funding for the program was allocated between the overhead and the actual expenses that were spent on the youth, etc. I think we came up with some performance metrics.

In the RFP, if we're going to have some of the existing vendors who are going to be bidding again, we need to have a history of how they've actually performed against those metrics. I understand the period of time may not have been that long, perhaps about a year or a little less than that. We want to see the history, because we designed those metrics, and then to have them come back and just say, "Well, we promised to do that." We want to see what they actually did.

I want to make sure that the RFP does put in what the performance metrics were so they understand and if there's any new bidder, they would understand it. Whoever the existing contract holders are, they would be also submitting how they've actually done against those criteria that we set forth for them.

Elaine Forbes, Finance and Administration - I wanted to talk a bit more about the scoring criteria that we've developed for the Request for Proposals. We did have an excellent conversation for the award of the last contract that we drafted into the performance metrics for the award that is current. For the contractor selection and evaluation criteria, we've mirrored much of that language.

We're looking at firm and program staff qualifications as one set. Program approach that not only looks at the clarity in how participants are recruited. We're looking at neighborhood participation from the southeast community, San Francisco-based kids, but also the adequacy of the program. We're also looking at the program budget in terms of how many of the dollars flow to the youth versus administrative costs, which was an area of concern for the Commission.

Also the hours that the kids are working out on the Port property is also something we'll be evaluating. Ms. Wallace was pointing out, we structured this a bit differently in that we're looking for maximum participation. We may award up to two primes.

We're signaling we want maximum participation, and Ms. Wallace and Mr. Carter have looked at doing extra outreach for this effort to make sure the word is out that we are looking for different proposers to come in and give us proposals. We not only are providing for the sub-consultant contractor

opportunity, but also to get more responses, because that was a concern for the Commission last time.

Commissioner Katz - Is there public comment? Seeing none, all in favor of Consent Calendar Item 10B, signify by saying Aye.

Commissioners - Aye.

ACTION: Commissioner Brandon moved approval; Commissioner Adams seconded the motion. All of the Commissioners were in favor; Resolution Nos. 14-44 to 14-46 were adopted.

11. ENGINEERING

- A. Request authorization to award Construction Contract 2758R, Bayview Gateway Park Project, to Bauman Landscape & Construction, Inc., in the amount of \$3,667,925, and authorization for a contract contingency fund of 10% of the contract amount (or \$366,793) for unanticipated contingencies, for a total authorization not to exceed \$4,034,718. (Resolution No. 14-47)

Steven Reel – I'm a Project Manager in the Engineering Division, and a Co-Project Manager with David Beaupre in Planning for this project, the Bayview Gateway. This item is a Request for Authorization to award the construction contract 2758R for construction of the new Bayview Gateway open space located on the south bank of Islais Creek between Third and Illinois and Cargo.

The Director's recommendation is to approve the resolution. At its meeting on December 12, 2013 Port Commission authorized staff to advertise construction contract 2758 Bayview Gateway and Tulare Park project for competitive bidding. The Bayview Gateway project will be a new 1.5-acre public open space at the site of a vacant asphalt lot in a dilapidated and condemned timber wharf.

The project will open the waterfront for public access and enjoyment by demolishing the wharf, constructing a new promenade structure on the water's edge, transforming the asphalt landscape into green space and hardscape. The park will also create sites for the forthcoming Bayview Gateway Art Project at Third and Cargo Streets, a San Francisco Art Commission project for permanent display of art on each side of Third Street.

Tulare Park is not being awarded today. Tulare Park improvement project is on the north side of the creek, and the purpose of this project was to improve the existing 12,000-square foot park and create an ADA-accessible travel path, or path of travel. A bridge was chosen as the means for this to avoid a 60-inch diameter sewage force main that runs through the park. The force main is the primary outfall for the San Francisco Public Utilities Commission Southeast Treatment Sewage Plant.

The reasons for combining the two projects which were discussed before is both are funded by the 2008 Parks General Obligation Bond with similar delivery schedules. They're on opposite sides of Islais Creek Channel. They both include marine structural work. Combining them minimizes conflicts in the limited channel work area. Single mobilization of marine equipment including expensive pile-driving barge will save money theoretically in an economy of scale for marine and park work.

The bid results were not good. We advertised the project March 5, 2014. Pre-bid meeting was held on March 26, 2014 at the Contractor's Assistance Center. We had good attendance. We opened bids on May 14, 014 which was quite a long bid period. We only received two bids. One of those was responsive; the other was not. The low bid was \$5,152,000, which was 40 percent above our estimate. The Bayview portion was approximately \$4,000,000, and the Tulare \$1.2 million.

The 60-inch SFPUC force main that runs through Tulare Park scared contractors away. The risk of damaging this force main, pile driving nearby, was too much for some contractors to bid on the project. We expected four to five bidders. That was the early indications but we only got two. Only one was responsive. That low responsive bid was from Shimmick Construction who built the Illinois Street Bridge adjacent to this park and who successfully drove piles adjacent to the force main. So they had done it before. They were the only contractors that were willing to bid on it.

We noticed that there're escalating costs right now in the construction environment. This also helped to drive up the costs. Funding is not sufficient to deliver both parks as designed. We reevaluated our next steps. One of the main drivers is we have a marine work window of June through November. If we lose that this year, we're sitting on the sidelines until June of next year.

We decided to rebid Bayview Gateway by itself and to reevaluate Tulare Park to see what, if anything, could be done there. In addition, we reallocated some of the funding from Tulare Park. They're both GO bond-funded projects. The rebid of Bayview Gateway was a quick rebid. We revised the estimate to \$3.3 million. We advertised on May 30, 2014. We did not hold a pre-bid meeting. We did outreach to all the same contractors. They all knew it was coming. We highlighted the changes.

We opened bids on June 11, 2014. We got five bids; this time ranging from \$3.7 million to \$4.2 million, with a median of about \$4 million. The low bid was just under \$3.7 million, 11 percent above the revised estimate. With the funding from Tulare Park, this is a contract that we can award. The low bidder is Bauman Landscape and Construction, Inc. They are a very experienced contractor in San Francisco. They were part of the team that did the Brannan Street Wharf. They did all of the topside work. They're currently working on Northeast Wharf Plaza. They completed Helen Diller Playground and the Lafayette Park renovation. They are an HRC-certified local business enterprise. They will be self-performing the majority of the work, at least 60 percent, according to their bid.

They have marine and demo subcontractors Dutra Marine Construction, which completed the Brannan Street Wharf. They were the general contractor for that and they did an excellent job. Zaccor Companies, demolished Pier 36 and Pier 1/2 and they are an LBE and Port tenant. Their bid meets the 12 percent LBE subcontractor goal for participation of subcontractors. We are quite pleased with that bid.

If the Commission authorizes the contract award, we will issue a notice to proceed to the contractor on August 11, 2014. That gives us time to complete in-water work by November 30, 2014 deadline, substantial completion by March 9, 2015, and open to the public and finally complete in May 2015.

With the sea level rise presentation next, I wanted to show you this area of Islais Creek. The project was designed based upon criteria that we have been using of 16 inches of rise by 2050, 55 inches by 2100. We look at the design life of the project. This project shows a 50-year design life. It takes us out to 2065. We're looking about 28 inches of sea level rise by that point. This is a low-lying area of the city.

This particular location between two bridges at Illinois Street and Third Street is a low spot. We designed a park to raise that area up, such that by 2065 we meet the criteria to prevent overtopping using the 28 inches. I'll throw up a couple of slides with the current criteria, which changed a little bit but not too much. Here's the 100-year still water inundation map at 2015 when the project is built. You can see there's a little dot in the center of the screen. That's the project location.

There are some areas of flooding along the creek. This project is not one of them. Using the current guidance that's being recommended from SF Adapt, you look at a range of sea level rise. In 2065 the lowest seven inches, we're okay. In 2065, the mid is 17 inches. We've planned for 28. You can see flooding in the area. The park will not flood. This is a tool that we've been using in Engineering and Planning. It doesn't account for the new construction. There's 2065 with 33 inches so, there's considerable flooding in the area. If we want to look at 2100 and what the maximum projection is, we have problems.

This goes to show what some of the challenges are taking projects forward right now with the sea level rise guidance, and if we're looking at individual projects, we're only looking at small pieces of the puzzle. This is one small piece of the puzzle of Islais Creek. It's a park. It looks like it's good until 2065. We can make it good until 2065. People can enjoy it through then. It's currently not being used for public open space at all so it seems like it's a good use of funds. We're not building a building out there or anything that's highly critical infrastructure. But there's an overall plan that needs to happen for the creek in moving forward, as well as many other areas of the waterfront.

In summary, Port staff recommend that the Port Commission authorize the award of construction contract number 2758R Bayview Gateway Park Project to Bauman Landscape and Construction Inc., the lowest responsive responsible

bidder in the amount of \$3,667,925, and further authorize staff to increase the contract amount through contract modification or change order if needed for unanticipated contingencies by an additional \$366,793, which is 10 percent of the contract amount to a total not to exceed \$4,034,718.

Commissioner Brandon - This is a wonderful report. I'm so looking forward to this new park. Can you tell us a little bit about what the park's going to look like, what we're getting for our \$3.7 million?

Steven Reel - We could go back to the slide show. This is an aerial view site plan. The park is between Third and Cargo Way. The big moves are on the creek side the existing wharf is demolished then a ten-foot wide walkway is built over the water adjacent to the existing sea wall. The existing sea wall's modified. It runs from Third Street. It's essentially the new entrance to the fire station. It runs along the fire station, it gets about midblock before it then jags back over land. Then we have a plaza area with picnic tables and seating adjacent to the waterfront as it approaches Illinois Street. There's a grove of trees.

David Beaupre, Planning and Development - The trees, the planting theme is based on the historic use of the area for food-related industries. There's the importing of grain that came in. Islais Creek was historically known as an area for Native Americans to gather berries and cherries, and the food warehouses are nearby. It was once a butcher town. The planting scheme for the park is basically food-based. There might be food-bearing fruit, so there will be lemons possibly in the tree grove. The other part of the park program includes interpretation about the Port's maritime history of the site and the general cultural and natural resources of the site.

Commissioner Brandon – What do the circles near the wharf represent?

David Beaupre - The six dark images are benches, and the large green circles are trees. Under the trees would be additional picnic tables and benches and seating.

Commissioner Brandon - Got it. So all the circles are trees?

David Beaupre - All the green circles are trees. The large gray circle is a plaza, which orientates viewers towards the Grain Silos and the Bayview Rise art project.

Commissioner Brandon - What will the interpretive elements be?

David Beaupre - The interpretive elements will be along the railing along Islais Creek and will also be on some of the retaining walls and seating areas within the plaza.

Commissioner Adams - Steven, I just wanted to say I was happy because one of the concerns of the Commission is that we try to get more exposure to more

people being able to get bids. I see that you got five. Were you happy? What do you think we could do better in the future, because I always believe the more transparency, the more people know about that the bids, that people have an opportunity.

Sometimes people come to the Port Commission and say, "We didn't know that was out to bid." What did you guys do to get it out there so people knew about it, because we wanted to make it an equal playing field for big bidders and small bidders.

Steven Reel - Well, you know, early on in the stages' design, any conversation that I had or Tim Leung had with contractors, we let them know this was a project that was coming up. So this is a year out, so it's on the radar screen so that really helped. The pre-bid meeting that was held at the Contractor's Assistance Center was great. The Contractor's Assistance Center is located near Candlestick, right off Bayview. It's fairly new. PUC has started it, but it's for use citywide.

Anybody that wants to do work for the City can go there, get advice for free and learn about the specifics of bidding San Francisco projects. Actually having the meeting there, we got great attendance. We advertised through all of the normal trade journals and newspapers and the business associations.

I think that really helped. We do say, "Look, we want to be in the port that you choose. As a business you come to us. We want to be your best client." The City has made some headway in standardizing specifications and standardizing partnering on construction projects as a way to resolve disputes early on and keep projects moving rather than stalled. That word is getting around the contractor community.

Commissioner Woo Ho - Following up on just a little bit of Commissioner Adams' question, I remember many months back, and this is as a result of some of the issues that we've had to resolve with some previous contracts where we've had some issue with the contractor. I just wanted to make sure because, as I understood it, we have a new procedure and Elaine was the one who explained it to us. This contractor has done a lot of work for the Port, and I'm not picking on them particularly. I just want to know from a process standpoint that we actually checked out that there were no issues either with us or with any other City agency, so that while we followed the responsive lowest bid, we want to make sure that it's quality and that we don't find out that we have change orders later, or there's some other issues that come up that we then have to resolve, which we know is painful.

Elaine Forbes – Commissioner Woo Ho, I apologize if I've misled you. We're not yet instituting the check for prior performance. This is a proposal that the Controller's Office has put forward based on an audit that looked at best practices in other jurisdictions that said looking at prior performance of contractors is the preferred method with bidding new work.

However, the City is in the process of reviewing that audit, and all the Chapter 6 Departments are working together to propose changes to Chapter 6. The Port has expressed its strong desire that prior performance be included as a scoring criteria or as a responsiveness criteria. We are engaged in that process. We've asked the Controller's Office to come to the Commission and talk about the best practices and the Chapter 6 changes but at this point in time the City has not yet adopted those changes.

Commissioner Woo Ho - This was not part of the selection criteria. Because as I read this report, it was based on price, and based on our lessons that we've learned the hard way.

Steven Reel - It's standard California and State contracting law. We did include some requirements for experience. You had to have experience driving piles. You had to have experience demolishing a structure over the water, a certain number of years' experience.

Commissioner Woo Ho - So they have the expertise in the areas we're asking?

Steven Reel - They have expertise. It doesn't mean they're a good contractor.

Commissioner Woo Ho - Exactly. We've learned that the hard way. Since this particular contractor has done a fair amount of work, would we say in general that this contractor has done good work for the Port?

Steven Reel - Yes, we would.

Commissioner Murphy - I think what the Commissioner is concerned about is that we don't end up in litigation again. We had some bad experiences in the past, and it sounds like they've done similar projects and they qualify. It's a great project, and I was out there last week. I'm certainly excited about it. Good job!

Commissioner Katz - Thank you, Steven. It looks exciting, and I know it's definitely much needed in the area. I also want to thank you on a different front. Many months ago, probably about nine months or so, the Commission requested that going forward whenever a project is presented to us that the impact of sea level rise on the project is addressed in the staff report. You did an absolutely fabulous job of showing that impact. I want to thank you for incorporating that in the presentation. I really appreciate it.

Commissioner Brandon - Who's going to be responsible for the upkeep and maintenance of the park?

Steven Reel - That would be Tom Carter and his maintenance staff. We have a year-long maintenance period for landscaping in the contract, similar to the Brannan Street Wharf and Heron's Head Park. Other than that initial year-long maintenance of landscaping only, it's Port Maintenance's responsibility.

Monique Moyer - It's a great question, Commissioner. When we come to you next month on our item of the Waterfront Land Use Plan, you're going to be astounded at how much open space we've added to the portfolio. In recent budgets you have given us budget authority to get additional gardener onboard. This is the challenge we're going to have going forward is continued maintenance as well as security. It's a great story, but it is changing our business model a little bit.

ACTION: Commissioner Brandon moved approval; Commissioner Adams seconded the motion. All of the Commissioners were in favor; Resolution No. 14-47 was adopted.

12. PLANNING AND DEVELOPMENT

- A. Informational presentation on the City & County of San Francisco's Draft Guidance for Incorporating Sea Level Rise into Capital Planning in San Francisco: Assessing Vulnerability, Risk, and Adaptation (Draft SLR Guidance).

Lauren Eisele, Senior Planner in the Planning and Development Department - I will be talking about the City and County of San Francisco's draft guidance for incorporating sea level rise into capital planning in San Francisco, assessing vulnerability, risk, and adaptation. This guidance document is the result of approximately nine months of work, of collaboration, and consensus by seven different departments within the City, one of whom is represented here today, our colleague David Behar. He is the Climate Program Director for the SFPUC and also the Chair of the Sea Level Rise Committee. He's been an important part in this effort. This is an informational item only. There will be no action required. At the end of my presentation, I welcome any comments or questions related to the guidance.

As you know, the City is addressing climate change in two ways: First, through climate action, which are measures intended to stabilize climate change by reducing greenhouse gases. The Port's climate action efforts were presented to you in January by my colleague Rich Berman.

Secondly, the City has initiated efforts to begin to initiate climate change adaptation through the creation of the SF Adapt Committee, an interdepartmental working group convened at the request of Mayor Lee. As part of this effort, a committee was formed to address sea level rise. Mayor Lee requested that this committee develop guidelines for addressing the sea level rise in the capital planning process.

We at the Port have an opportunity now to consider how we want to incorporate these guidelines into our capital planning process. Today I will be presenting these guidelines to you. This presentation will cover current Port of San Francisco sea level rise efforts, why do we care and what are we doing about it, sea level rise estimates for San Francisco, review of the draft guidance

document, relevant guidelines and local efforts, an update on current Port of San Francisco sea level rise adaptation efforts, and discussion of next steps.

As you can see, high tides, storm surges, and wind waves are already overtopping the Embarcadero and the frequency and severity of these events will increase. Areas of concern by 2050 include the end of Pier 45 between Shed A and B, Pier 5, most of the Embarcadero Promenade, Mission Creek area, and Pier 52 boat launch. By 2100 the entire San Francisco waterfront is expected to get inundated. As sea level rises, the groundwater table will also rise, increasing the potential for liquefaction and substance of fill and challenging the integrity of the seawall.

Why do we care, and what are we doing about it? Preservation of the Port's real estate portfolio is crucial to the survival of the Port. Critical infrastructure, such as BART, MUNI, SFPUC, and Department of Public Works Assets are located within our jurisdiction and may be vulnerable. Who's paying attention? This group called SF Adapt and the Sea Level Rise Committee in particular that consist of representatives of seven city departments as well as two consultant teams. We have developed this strategy which is included in these guidelines.

We have collaborated to develop a how-to guide to incorporate sea level rise into capital planning and project design. Why the guidelines? Well, interdepartmental collaboration is essential for prioritizing risk and developing adaptation measures. Use of consistent science, assumptions, and methods across departments will facilitate project funding and implementation. Initially, the guidelines were requested to be prepared for the Capital Planning Committee. However, they ultimately may have a bar application citywide.

How do we develop these guidelines? We did extensive research on example guidelines from other jurisdictions. We looked at the best available science and methods for evaluating risk and planning for adaptation. We also looked at existing City projects that were considering sea level rise in their planning. Our research looked at vulnerability and risk assessments and adaptation plans from cities such as New York City, New Orleans, Seattle, San Diego, Florida and the Gulf Coast.

Examples of existing development projects in the Bay Area that are incorporating sea level rise into the design and planning include much of the PUCs sewer and storm water improvements, Treasure Island redevelopment, Pier 70 redevelopment project, and Sea Wall Lot 337. This slide shows a comparison of the sea level rise estimates that were done by URS, our consultant, back in 2011 versus sea level rise estimates that were developed by the National Research Council.

At this time the use of the National Research Council or NRC projections and ranges is appropriate for capital planning purposes because they encompass the best available science, have been derived considering local and regional

processes and conditions, and their use is consistent with current State guidelines.

We know for sure that we will have sea level rise, but ultimately it will be difficult to predict and certainly increases over time because of uncertainty in greenhouse gas emission trends, uncertainty in the sensitivity of climate factors to greenhouse gas increases, and the skill of climate models. Given these uncertainties, the NRC numbers represent best available science to date. These numbers have been adopted by the State of California and the Coastal Commission.

The URS numbers are based on 2009 projections by Vermeer and Rahmstorf and modeling using historic sea levels and are no longer the most accurate predictions. This table presents NRC's report Sea Level Rise Best Estimates for San Francisco Relative to the Year 2000. The table represents the local projections, mean plus or minus one standard deviation. These projections, for example, 36 plus or minus 10 inches in 2100 represent the likely sea level rise values based on a moderate level of greenhouse gas emissions and extrapolation of continued accelerating land ice melt patterns plus or minus one standard deviation.

The extreme limits of the ranges, for example 17 and 66 inches for 2100 represent unlikely but possible levels of sea level rise utilizing both very low and very high emission scenarios, and, at the high end, including significant land ice melt that is not anticipated at this time but could occur. The NRC report is also notable for providing regional estimates of relative sea level rise for the West Coast, which include the sum of contributions from the local thermal expansion of sea water, wind-driven wave components, land ice melting, and vertical land motion.

As you can tell, the science of sea level rise is quite complex. On top of consideration of just sea level rise when we're looking at planning for flooding and how to protect our assets, we need to look at the effects of tides, storm surge, storm wave, and wave run-up. Tides in San Francisco can range from five to seven feet. Storm surge can be one and a half to three feet. Storm waves one to four feet.

The SFPUC has just published maps which can be used to model increments of sea level rise over mean-high high water levels and consider storm surge and wave hazards. Those are the amounts that we recommend that the City team use for modeling their vulnerabilities. The guidance includes a four-step process to consider sea level rise effects. Two additional steps, Five and Six, are recommended to be determined by each specific project proponent.

The first step in the process is the review of science. In this case, you would choose a sea level rise estimate, and we're recommending the NRC numbers. On top of that, you would consider storm surge, storm waves, and run-up. Then

you would select a sea level rise scenario based on the lifespan of your facility, location, and the consequence of the flooding on that facility.

Then use the sea level rise inundation maps to model and determine when and to what extent flooding will occur on your facility. For instance, project managers may choose to plan now for the high end of the uncertainty range, for example, 66 inches in 2100. Or it may be more appropriate to plan for the most likely scenario by 2100, which would be 36 inches, while completing sensitivity analysis and testing and developing other adaptation measures that can let the facility accommodate that level of sea level rise at the high end at a later date.

This approach would accommodate uncertainties in the science and also allows for flexibility should the higher end of sea level rise become an actuality. The next step in the process is assessing vulnerability. The first step is to evaluate the exposure of your asset, whereby one measures the degree to which an asset is exposed by the type, magnitude, and duration. In other words, we would use the maps to see the depth of flooding due to sea level rise, run-up, and storm surge, and determine how far a distance over what amount of area that scenario would be vulnerable.

The next part of the vulnerability assessment is to assess the sensitivity of the asset. Basically, it looks at the degree to which the asset is affected. In other words, will there be temporary flooding which would have a minimal impact on the facility, or would the flooding cause a total shutdown of a particular asset. Then the next step in the vulnerability assessment is to determine or look at the internal resilience of an asset.

In that process, you evaluate the ability of an asset to adjust to climate change to moderate potential damages to take advantage of opportunities, or to cope with the consequences. For instance, a building that floods but has been designed to have foundations elevated as needed as an adaptive capacity and therefore is more resilient than if you have a power plant that floods and has to shut down. That power plant would have a low resilience and a low adaptive capacity.

Assets found to be vulnerable in this vulnerability assessment would move on to the next step, which is the risk assessment. In our guidelines, we've provided a vulnerability matrix tool to assist project managers in helping to rate vulnerabilities of particular assets. The risk assessment process involves comparing the likelihood of an asset to be flooded to the consequence of the flooding. For sea level rise, we are assuming that the likelihood is yes. In other words, we know that sea level will rise. We just don't know exactly to what extent.

Evaluating the consequences using criteria such as risk to human life, cost of reconstruction or repair, the economic impact of a particular disruption, the length of disruption, or the irreversibility of the disruption are criteria that you would be using to look at what level of risk you're willing to accept if, in fact, that

asset gets flooded. Determining the level of risk will help you prioritize for the next step, which is adaptation planning, in which you prioritize which assets would need to be looked at first.

The guidance also provides a tool for rating the risk of your different assets based on criteria that individual departments can develop for themselves. The adaptation planning process is the final plan that we talked about in the guidelines. During this phase adaptation strategies are developed for the most vulnerable assets with the highest consequence ratings. Capacity of a building, system, or operation to adapt must be considered, and strategies for building resilience developed.

Some typical adaptation strategies include raising foundations, mandating setbacks, providing shoreline protection systems. All of those, and there are plenty of other policy-related adaptive strategies that we can develop during that adaptation planning process. Implementing adaptation planning measures will be an iterative process, and assumptions will need to be updated and required funding and resources to be successful.

Going forward as sea level rises, the adaptive capacity of facilities and systems should be monitored to ensure continued resilience. That summarizes the actual process that we recommend for going through the risk assessment and then adaptation planning for both assets as well as areas within the city. Some of the guidelines are currently being used by project proponents in the city. The San Francisco Planning Department considers flood risks in their CEQA evaluations, and flood plain areas are identified in the general plan.

The State of California Sea Level Rise Guidance Document was updated in March of 2013 and provides similar projections that we have in our guidelines. The California Coastal Commission just released a draft sea level rise guidance policy document that mainly applies to land within the coastal zone. In addition, the Bay Conservation and Development Commission recently updated their Bay plan to include guidelines for risk assessment for projects that are within their jurisdiction.

As mentioned before, the National Research Council published a document entitled Sea Level Rise for the Coast of California, Oregon, and Washington - Past, Present, and Future, which provides the science behind some of these guidelines. In addition, there are at least a dozen other efforts underway by different city agencies to address sea level rise and flooding in the city. These are just a small portion of a myriad of other efforts that are underway area-wide to address sea level rise.

What is the Port doing about it? We actually are ahead of the curve in some areas. We have taken the following steps to assess sea level rise and build our understanding of the issue. URS did this report which was presented to you last year. Stephen has talked to you about the sea wall seismic evaluation and the

scoping that's underway for the sea wall retrofits. In addition, we're seeking assistance from the Army Corps of Engineers for flood resistance projects.

We are working with SPUR and BCDC on helping manage a pilot adaptation study for Mission Creek. We are currently incorporating sea level rise into all of our large waterfront development project design and planning. Engineering staff have been reviewing FEMA's flood insurance rate maps. We have been reviewing the City of San Francisco's Department of Emergency Management Hazard Mitigation Plan. We have been contributing to the U.S. Geological Society's Science Application for Risk Reduction Tsunami Scenario Report. Mostly the engineering and the planning departments have been working with colleagues around the state to start looking at our sea level rise impacts within the city.

What are our next steps? Continue to participate in the SF Adapt Sea Level Rise Committee. Continue to collaborate with other city departments on development of the adaptation infrastructure. Continue to address sea level rise in staff reports. Continue to update the Commission on our sea level rise efforts and to use the guidelines to help inform the development of our own capital planning criteria, and consider ultimately adopting the guidelines and performing a vulnerability and risk assessment in adopting an adaptation plan.

Commissioner Brandon - Thank you for a very thorough report. There's a lot of planning going into this very important issue, and thank you so much for sharing it with us.

Commissioner Adams - I really appreciate it. How are we going to pay for it? This is heavy because we have piers and everything falling into the Bay in our Port. We're not like the Port of Long Angeles or Long Beach where they have tons of money. This is going to take like education in the community and educating politicians. There's a harbor maintenance fund, and I don't know if we're able to talk to our politicians about trying to take some of that money out for this purpose.

Do we do a bond measure? You mentioned that the Port is working with the Corps of Engineers. Seattle, Portland, and Oakland, those ports have the port and the airport. They're able to get money from the airport. We're not connected to the San Francisco Airport. How do we get the money? I believe it's a real live threat. If you see the politicians in D.C., democrats and republicans, you can see they don't get much done back there because they're always arguing and fighting.

I believe this is a real threat, and I really appreciate this. How do we get them to understand, it doesn't matter what party you're from? This is something that will affect future generations. This is something that will affect this waterfront and this city. It's viable. I believe that. Just like global warming. People may not believe it, but it's here and we can't be in denial about it.

How do we educate people to understand, to really invest in this, because I'm a hundred percent behind this. This is right on target. If we're going to be visionaries, we need to get out front, not be on the defensive and then it happens. We ought to be on the offensive to get way out ahead of it and show that we're taking measures to deal with it. Somebody will look back one day and go, "They were wise. They saw it."

Lauren Eisele - One of the advantages of this interdepartmental committee was that seven different departments within the City, including the Mayor's Office and the Office of the Budget Administration are on the team. One of the advantages of doing this as a collaborative effort and suggesting these guidelines is if we all work together and use the same science, the same methods, the same assumptions, then it will be much easier for us to have a coordinated effort when we actually pursue grants.

We don't want to have one agency pursuing a grant that conflicts with what we're trying to accomplish. So the formation of this team, the beginning of the conversation within the City is a really good first step. The committee also, in our review of what other cities have done, saw that there are plenty of grants out there that are available. There are funding mechanisms out there, both for planning and for infrastructure.

Other entities have used things like levying taxes. They've created hazard mitigation funds. They've imposed fees on large development projects to compensate for infrastructure. We haven't gone into a great deal of research about all the different funding options, but we know that other cities and municipalities have been successful doing that, especially since they've been applying for funding resources in a collaborative way.

Commissioner Murphy - How long can we stay in this room before the water comes up or we get flooded?

Commissioner Katz - Happily, we are on the second floor.

Commissioner Murphy - You've got to go to Amsterdam or some of the cities in the Netherlands. They've been very successful in keeping water out for centuries. When you look at it, it's just enormous. This is something that we're most certainly not on our own. We're going to have to get help from federal, state, etc. We're all in it together. Most people out there are not aware of it, that it affects San Francisco and that it affects the four mile that you have outlined on your diagram.

I was on the Building Inspection Commission for six years, and to educate people to retrofit buildings in San Francisco for just soft stories. It's taken six years. It just got brought into law very recently. That took six years to get from A to B. It's a great start and it's a great report, and I think you've done a great job in presenting it.

It is a huge problem. I do think we have the expertise. We've got the smartest people in the world live right here in San Francisco. There's an equal amount out there that are even smarter that want to live in San Francisco. They don't want to see it under water. It's a challenge, but I think we can do it.

Monique Moyer - To your point, Commissioner, one of the most important things about the work that SF Adapt did is the City came together to agree on what science we should be planning for. That really gives us the ability to start accelerating our work, and David Behar from the PUC and our colleagues at the airport have really been going forward quickly.

I urge everybody in the room to be here on September 9, 2014 for the presentation by John Englander. You'll feel like we are light years ahead after that. This is going to be game changing for us. We've been thinking about it for a very long time. As you know, it's affected how we approached the Brannan Street Wharf project.

It affected how we approached the Warriors project. As Lauren has so eloquently outlined, and Steven before her, we will continue to operate that way but it's probably not a one-size-fits-all solution, unless we dike the Golden Gate Bridge, which got quickly rejected.

Commissioner Woo Ho - I also want to commend you and the committee. The report, in terms of the process that you're going through, is extremely thorough and comprehensive. I'm glad to hear that the agencies are coming together in the City and that you've agreed upon one standard, at least agree upon one science. Who knows who's going to be absolutely right but it's important to at least work on one metric to say this is how we agree.

My question extends a little bit beyond just the City, since we share this Bay with other people. Is the NRC standard something that is now being adopted by BCDC? Are neighboring cities and counties also agreeing to use the NRC just as a starting point so that we're all on the same page, because we are sharing the same Bay?

It wouldn't be helpful if we do something that's this high and they do something that's this low. In terms of having some sort of consensus, it's important to get the consensus in the City first. That's absolutely true but then how do we expand that?

You mentioned briefly storm waves and storm surges. As we know, we've now seen a couple of times where tsunamis can really be extremely devastating. You're never going to be able to protect against the disaster of how high, but you can build something in your design that can mitigate or at least slow down or at least cut back the impact. I hope that's also being considered in your adaptation design standards.

What could be something that could deflect not stop, because it won't be able to stop, if we ever had to face a major tsunami impact in the future, and hopefully that's more consciously discussed in your study when they look at the design. There may be an extra cost involved, so you have to do a cost-benefit ratio. We should understand that because it may be, at some point, people will say that was really wise that they thought about that a long time ago. It's a once in maybe a hundred years disaster kind of thing but it's something to think about. That's my first question.

The second one is following up on Commissioner Adams' comments in terms of how do we get more people to be educated about this, more awareness? Within the City family, how often is this Committee reporting to the Mayor and Board of Supervisors?

If we can at least get some of the people that in this city are responsible, and since we already have decided that this is a priority, is there a formal process of making sure that there's a report that is issued periodically, that the Mayor hears it, the Board of Supervisors hear it, and hopefully that's a start to get more and more people aware that this is important. It is the Board of Supervisors and the Mayor that's going to have to do the capital planning in terms of what the City and County's going to do here in San Francisco but that's one step to move in the direction of when we are getting ready.

I think your process is great. With all these steps in the process, is there any way when you're going to be ready to get to each step in that process, so we have a sense of when will we know and getting to the question of cost.

When will we have a sense, after you get through this process, because I did not see any timeline in your process of when you'll get to Stage X, Stage Y? Will we be able to expect some preliminary information so we can decide, or understand what the burden is going to be going forward, and start the thinking process of how does this get paid for, how does this get planned, how does it get incorporated.

As we're thinking about each development project, this information should be built in the report as we saw today in the earlier presentation. That's a great start but the macro picture of when is everybody going to come together, and if it's going to take another ten years to plan this, we should all know that. That's obviously too long, but hopefully it isn't going to take that but we need to know. I don't get any sense of how long it's going to take us to get to the point of knowing when each step is going to be completed or at least you have a goal. Whether you can reach that goal, that's another question but at least you have a goal of what the timeline is for each step.

Lauren Eisele - I think there were four components to your questions. The first one was, who's using the NRC numbers? Right now the California Coastal Commission has used those numbers in their draft guidance for sea level rise. In addition, the climate action team that was coalesced by the Governor of

California developed guidelines that were just recently updated in March 2013 that used those NRC numbers, too. The State, the Governor's office, the Coastal Commission are using those numbers right now. BCDC has not adopted any numbers purposely. They went through a very long process in doing their Bay plan amendment. They realized that because the science of sea level rise projections is changing so rapidly, and every year there's a new development, a new model, a new method, a new interpretation that they basically said they will use it on a case-by-case basis.

We want the project proponents that are coming to us to do an evaluation based on the most recently accepted and published science and do a risk evaluation based on that. They didn't necessarily commit to any numbers. I don't know of any other entities within the Bay area that have gotten to this point of putting together guidelines similar to what we've done.

Commissioner Woo Ho - The question would be at some point will you be outreaching to some of our neighboring counties and cities?

Lauren Eisele – Absolutely. The question related to what's the context of these guidelines, the Sea Level Rise Committee was instructed by the Mayor to draft these guidelines and to present them to the Capital Planning Committee. We have done that. The Capital Planning Committee has requested that we take the guidelines back to our individual departments, get some feedback, and then reconvene to hopefully finalize the guidelines.

We have not yet received the directive from the Mayor's Office as to where we want to go from here after we finalize the guidelines. We don't know whether the Mayor is going to want to adopt them Citywide, whether there's going to be any kind of policies that come out of it or any kind of development of planning codes or any kind of studies.

At this point, we're waiting for directives from the Mayor and waiting for the Mayor to assign a leadership related to this issue. That being said, we don't know how long it's going to take to actually get to the implementation phase of going through a broad-based vulnerability assessment and risk assessment and ultimately looking at an adaptation plan.

However what I can tell you is the cities of New Orleans and New York City had to go through that process in a year because they were responding to major disasters. They went through it very fast and allocated the resources to make it happen because they had to. We're now in more of a proactive mode as opposed to a reactive mode. As a result, things ultimately take a little bit more time if you're in a proactive mode than a reactive mode.

That being said, hopefully once we develop the final guidelines, we can put into play the conversation about commitment of time and resources and budget and schedules to make these things happen. In the meantime, here at the Port we

are considering the concepts of these guidelines in our individual projects, on a project-by-project basis.

There's an incentive to use the guidelines to help inform our capital planning process here and maybe even to help inform the prior authorization criteria. That will happen sooner rather than later within the Port.

Monique Moyer - I would add that we are waiting for the pilot study at Mission Creek to come back with its results so we can see if there's lessons to be had there.

Commissioner Woo Ho - This Commission has asked to have periodic reports on the sea level rise because we do think it's a really important strategic issue, and we appreciate that you're doing this today. How often is this committee giving a report to the Board of Supervisors or to the Mayor to keep the visibility of the topic, even though we are in a proactive mode? I understand once you're in the disaster, but it's a little bit too late at that point.

Lauren Eisele - David may be able to speak to that a little bit better than I could. We have not been asked to present to the Board of Supervisors or to the Mayor at this point on this issue.

Monique Moyer - But they have presented to the City Administrator at the Mayor's request. The Grand Jury report will be heard by the Board of Supervisors presumably, and we'll get an opportunity to discuss it more then.

Commissioner Woo Ho – There certainly should be at least a recommendation from this Commission that there is some periodic reporting built into the process because the longer you wait, the more expensive it's going to be.

Lauren Eisele - Absolutely.

Commissioner Murphy - You mentioned New York City having to do it. Do you know how did they fund it?

Lauren Eisele - I don't know the answer to that off the top of my head, but I can certainly get back to you about that.

Commissioner Murphy – Thank you, I look forward to that.

Lauren Eisele - I didn't get to finish my answer to the tsunami question. You made reference to making sure that we pay attention to storm surge and wave run-up and different tidal fluctuations in our planning. We are certainly doing that. Obviously, there are different types of coastal and shoreline protection measures that we can implement.

However, we have to weigh those barrier structures against other considerations such as public access and aesthetics and actually use of our waterfront

infrastructure for maritime access. Consideration of those issues is part of the recommendations that we have in our guidelines, and they will be, as I said, the numbers that we have for tides, tide ranges, and storm surge in the Bay can be incorporated into projects moving forward.

Steven Reel - I just wanted to add tsunami and tides and storm surges, those are all apparently incorporated in designs and have been. Sea level rise is a separate issue. It's raising of the sea level. I haven't seen anything that has indicated that the tsunami danger has increased because of sea level rise.

Commissioner Katz - That would be climate change. I also just want to thank you for the thoroughness. I want to thank the other departmental representatives and other staff that have participated. Once again, I always like to say that San Francisco seems to be a little bit ahead of the curve in so many important things. Unfortunately, we're still a little bit behind, but certainly ahead of most others.

I also appreciate the emphasis on science. I think other states and cities might take a lesson. Will there be some adjustment on the issue of science? Will there be some adjustment for an ability to adjust as potential new research and new information comes in that might potentially impact some of the determinations? I know we're taking one approach now, but will there be a way to adjust or revisit whether those are the right numbers?

Lauren Eisele -. The reason why we call it guidance is because it's a living, breathing document. It will be continually updated as the science changes. Also one of the things that we recommended in the evaluation process and Step Number 5 and Number 6 is to continue to monitor as you go forward the different projections relative to sea level rise, and then to monitor at the end how you're adaptive measures are accomplishing your goals of protecting your assets. Maybe you planned for something at one point, but the scenario has changed. So you want to continue to both update your assumptions based on science, but also continue to monitor your improvements and make sure that they're functioning the way that you want them to.

Commissioner Katz - Commissioner Woo Ho touched on one of my other points a little bit, but coming at it from a slightly different way. In terms of various regional activities to the extent that there are other regions that we should be reaching out to and working with. For example, obviously SFO impacts not just San Francisco but all the other areas just equally. Oakland Airport and others would have an impact. Are there any steps being taken to work on a more regional basis?

Lauren Eisele - All the members of the Sea Level Rise Committee are participating in regional conversations about how we can all work together to solve these issues.

Commissioner Katz - That might touch a bit on Commissioner Adams's concerns for funding for a lot of this while working on it on a regional basis and

approaching funding from that aspect. Hopefully other departments will also take a look at what the Port has already been doing in terms of all projects coming forward incorporating sea level rise.

Every time I see the new developments coming in on South of Market, I wonder if they realize their cars are going to be under water in a few years. Those parking spaces no longer carry such a premium.

In terms of outreach, we've certainly done that here at the Commission, to bring up the issue of sea level rise because we've been aware of it. People who attend our meetings are certainly aware of it but bringing it up as often as we can is another means of doing public outreach and increasing the awareness. That's one of the reasons we wanted to have the presentation on September 9, 2014 as an opportunity to get it on TV, so that people can have access to that information and spread it and disseminate it, and that other departments can share and are bringing in a sea level rise expert. It's a means of driving awareness of the urgency of action and making people understand that importance.

Again, I'll reiterate, we are having a presentation on September 9, 2014. We urge other departments to attend and you may also spread the word to your colleagues on the Committee and encourage their attendance, their participation. We want to make this available to everyone throughout the City, and we're using our Commission Meeting as a means of doing that. We invite those of you at the PUC and Planning and others, to come please join us on September 9th.

Lastly, in terms of best practices, I brought a couple photos, but in the interest of time, I won't show them at this point. In terms of what Lyon has been doing, it's not quite the same, but they have surges, and they've come up with some very interesting approaches to having waterfront development that only works primarily in the summer, and it's very lively and active. It gets flooded during part of the winter, and then it reopens. They also figured out how to have some drainage on the bottoms of some of their parking structures and other things along their waterfront, so that when the water level rises, they adjust for that. It was an interesting approach. More than anything, it was how they made access to their waterfront available, but also adjusted for the water level rise that will take place primarily during storms and others but it could also be adaptive to some degree to sea level rise. I'll share those offline with staff and not bore everyone. It was something that their new mayor has taken underway in the last several years to figure out how to design and utilize the waterfront while also recognizing the changes in the water levels there. I was quite impressed with the mix and the dynamism of the activity that took place there.

I want to thank all of you, thank the other departments for their participation, and for all coming together. It was an extremely informative report. Thank you for all of your effort.

Lauren Eisele - Thank you. If you have any specific comments or edits to the guidelines, we welcome them as well.

Monique Moyer - Commissioner Woo Ho's request for periodic reporting to the City's governing body should be explored with the Committee as a possible amendment.

- B. San Francisco Municipal Transportation Agency informational presentation on The Embarcadero Enhancement Project to improve bicycle access on The Embarcadero, from Fisherman's Wharf to AT&T Ballpark.

Diane Oshima, Planning and Development Group - I'm providing a little bit of an introductory overview for the presentation on the Embarcadero Enhancement Project that will be provided by Patrick Golier and Darby Watson, my colleagues at SFMTA, to sponsor a City-generated study to look at the Embarcadero corridor from the south end of Fisherman's Wharf, where Jefferson and Powell meet, all the way down to King and Third, to Lefty O'Doul Bridge, to see what options are available for possible conceptual design to improve bike access in a safe way to address a number of the transportation conflicts that we have been encountering with the popularity of pedestrians and San Franciscans and visitors attracted to the San Francisco waterfront on the Embarcadero.

For many in the public, they come to the promenade and see that as this grand boulevard sidewalk around the water side of the Port's properties, and they consider it a sidewalk and are surprised and conflicted by the fact that it is a shared facility with bike access and other wheeled vehicles that share access to that promenade. The reason is that historically the Embarcadero has been a shared transportation facility for trucks, horses, trains, vehicles, and people because it was a working waterfront and that there was a recognition of the need for access of all of those different modes to the piers for all of the business that was coming and going.

The Port has never changed the formal status of the Embarcadero promenade, so that even though it reads as a sidewalk, it really still has those functions. While we do have Class Two bike lanes on the east and the west sides of the Embarcadero, the popularity of bicycling and the success of the City's Transit First policy and our efforts to advance alternate transportation modes is such that those bike lanes are over-subscribed or do not provide the level of service and space to make it a safe experience for using bikes along the street.

The increase in the number of people walking, the number of people riding on the promenade has created a public safety issue that has brought together a concern for improving and addressing that problem, while at the same time trying to take a fresh look at how we can further improve the success of the Embarcadero by improving bike access and providing more opportunities for alternate transportation modes.

Patrick and Darby will be giving you more of the background on that from a citywide perspective. It has grown through the experience of the Americas Cup events to find what those conflicts are and to such a level that we were able to get some MTC grant funds alongside with MTC funding and a contribution from the Port to fund this study, which is a half million dollar study.

The Embarcadero Enhancement Project is also one item that has come out of the waterfront transportation assessments that we have presented to the Commission previously to look at a package of integrated multimodal improvements that can improve transportation conditions overall along the waterfront. There's been a close coordination with Peter Albert's group as well.

As a kickoff, Monique mentioned in the Executive Director's report that there is going to be a public open house to invite the public to the Port to explain the full breadth of what this study is intended to achieve, to answer questions, and to get some initial feedback from people of what their experiences are and what suggestions they might have so that the MTA team can start working with that to look at design options. MTA has produced a white paper that explains the scope of the issues and the scope of the study. There was a draft version that was attached to your staff reports which has been finalized in pretty graphic form that I wanted to provide to you today. With that, I'd like to introduce Darby Watson and Patrick Golier and they will take you through the project.

Darby Watson - It is my job to make it easier for people to move around the City of San Francisco. I work for the SFMTA and my official title is Section Leader with Livable Streets Subsection, and we specialize in pedestrian, bicycle, and traffic calming, though we took a very complete streets approach to all of our projects.

The Embarcadero Enhancement Project is a planning effort to improve safety and comfort for all of the travelers along the Embarcadero, as Diane said, from the Lefty O'Doul Bridge on Third Street in the south into Powell in the north end. This phase of the project will develop a design concept and a cost estimate for a protected bikeway.

The project includes a stakeholder participation and public process to generate ideas, review and comment on the alternative concepts, balance the costs with the tradeoffs, and with the objective of a consensus-driven project that is physically and financially feasible. This project, as Diane mentioned, is funded through a one Bay Area Grant from the Metropolitan Transportation Commission, and the budget for this phase is \$500,000. We are joined in this project by our colleagues at the Department of Public Works, SF Planning, and, of course, the Port.

Embarcadero has become one of the most iconic streets in San Francisco. It attracts visitors and locals alike to world-class attractions in an unrivaled physical setting. You know this place so intimately. Take a moment and think

about what you really love about the Embarcadero. My guess is it relates to an experience that you had there.

When we're so close to it we forget that this is the backdrop for some of life's most important moments. It carries enormous weight in the psyche of the city of San Francisco. I can't emphasize that enough as we move forward with this project and propose to make changes to it. Along with being one of the most iconic streets in the city, the Embarcadero is a heavy-duty mover of people and goods. It carries rail transit, buses, motor vehicles, bicycles, pedicabs, walkers, strollers, scooters, and rollerbladers, all with a view of the Bay.

Many people want to use the Embarcadero that its volumes rival some of the greatest streets in the world. Maybe this won't surprise you, but it really surprised us when we started to do our information gathering and our data collection that some of the pedestrian volumes at Fisherman's Wharf rival that of Broadway in Manhattan. In addition to moving all these people and goods, the Embarcadero also must play a functional role for businesses and their facilities including utilities, waste collection, cleaning, and maintenance. There always seems to be work being done.

Businesses also need good delivery at all hours on all days. There's a constant flow of materials on the Embarcadero. The entire length of the Embarcadero also has different needs at different locations. For example, for mobility access for delivery, the range of uses is huge. Everything from the cruise ships to the Exploratorium to the Ferry Building, Fire Station, Pier 39, they all have different needs that we need to address through this project.

The needs for the Embarcadero are sometimes in conflict. It's so popular that it can become uncomfortable and unsafe for some users, not just the cyclist who's moving into the driving lane, but I know as a driver that I become very uncomfortable when cyclists are weaving in and out. It's so popular that the experience for many can often be diminished and uncomfortable. The number one project goal is to make the Embarcadero safe and comfortable for all of the roadway users, including people who walk, cycle, drive, deliver freight, and ride transit.

We want to support the economic development and accommodate the anticipated population and employment growth; increase and improve access along the waterfront for residents, workers, and visitors; manage the curbside parking and loading to improve the efficiency of the Embarcadero; maintain and enhance the high-quality urban design; and integrate the transportation improvements as part of the waterfront transportation assessment.

You may be asking, what is a bikeway? Generally, it's a dedicated bicycle facility. That means it's generally for bicycles only. It's physically separated from pedestrians and motor vehicles. It typically has a bit more space than bike lanes. Movements are coordinated and separated at intersections to reduce conflicts. It

can be one-way or two-way. It can be down at street level. It can be at sidewalk level, or some intermediate level in between.

The type of separation can be anything from curb to parking to planters. Some of the project benefits: What this project does is it gives people predictability: Where is that cyclist going to be? Where are the pedestrians going to be? Where are the cars and the loading? It reduces collisions and the risk of collisions for drivers, bicyclists, and pedestrians. We have researched improvement in infrastructure for cyclists, and there's research that shows that there's improved compliance, that we all know is a problem.

It increases access and transportation choices for everyone on the waterfront. Most studies show an increase in economic activity and sales receipts with bicycling infrastructure. It also improves comfort and attracts users of all abilities. We have a pretty narrowly-scoped project, and I wanted to walk through some of the assumptions that we're making.

We're assuming that this is going to be within the right-of-way of the Embarcadero. It would be a separated and protected facility that's desired. This would not be a minor improvement. The MUNI tracks and catenary wires will remain where they are and be fixed. We want to balance the mobility and access and needs for all users. We want to make the Embarcadero work more efficiently and more effectively for everyone who's out there right now.

I'd like to introduce Patrick Golier, MTA Project Manager, and will take you through the schedule and outreach plan.

Patrick Golier - I work at SFMTA and the Project Manager with Diane on this project. I wanted to speak briefly about the schedule for the project as well as our proposed outreach and engagement process that's been developed.

This slide provides a very broad overview of the schedule for the project. We're estimating that it will take shy of two years from the project kickoff, which was last fall, to selection of a preferred design option next summer into next fall. Darby mentioned data collection. Last winter the project team initiated our data collection efforts in order to be able to provide an accurate understanding of existing conditions on the Embarcadero.

We're now working on filling some of the gaps in our data as well as ensuring that our data is consistent with that of the waterfront transportation assessment. We're about to launch our initial stakeholder outreach process phase where we'll start discussions with stakeholders with the public about the project. The purpose of this phase is to introduce stakeholders to the project, start to have discussions about issues and opportunities about their experiences on the Embarcadero, and start to work together towards coming towards a direction on initial design treatments.

Next we will embark on developing design alternatives. In this phase our engineering teams will work closely with the public towards some technically feasible solutions that also meet the goals of the project. Finally we'll work together towards achieving a final recommended design with further input from the public and the stakeholders.

I also want to emphasize here that the end product of this project is a conceptual or 30 percent design. Because this is such a high-level design, it would be subject to further review during a subsequent detail design phase. This product would also be subject to environmental review, which also is not a part of the scope of this project, but would also be a subsequent phase.

We've developed a range of ways for people to get engaged in this project and share their thoughts and ideas from public open houses to workshops where people can actually come in and roll up their sleeves and really start to dig into the details of the project. We've developed a process, a right-size approach so that everyone has the opportunity to get involved as much as they want and in ways in which they're comfortable.

More specifically, as mentioned by the Port's Executive Director, the first public open house will take place on Thursday, July 24 at Pier 1. That would be followed this fall by a series of three workshops where we will start to roll up our sleeves and get into the details. The workshops will be divided by geographic sections, so Embarcadero north, central, and south, so that we can start to have more targeted discussions about some of the unique situations and issues and opportunities that are unique to particular sections of the Embarcadero.

We'll follow that up with two additional open houses and, if needed, an additional set of workshops so that we can come to a consensus on what a final design might look like.

Interspersed with all of this, the project team is planning to, as needed and as requested, have one-on-one discussions with different individuals, groups, agencies, business owners, et cetera so that we can work through and get a sense of what people are concerned about and how they want to move forward on this project.

We've got a project website up and running already, and, as a final comment, I wanted to recognize the great project team from across the city family that have been working together very closely over the past several months and look forward to working even harder over the next year in delivering a great product.

Janice Li - I am a community organizer with the San Francisco Bicycle Coalition. I've come before you in the past to laud and support the joint efforts with BCDC and Port with the [unintelligible] benefits, which we're really excited to see move forward. But more than ever, we're really looking forward to the Embarcadero Enhancement Project for obvious reasons and the great work that's already

been done by Diane, Patrick, Darby, and the rest of the city family to set the table for this public planning process.

As already mentioned, the Embarcadero is more popular than ever, so it makes more sense now than ever as well to look at how people get around, whether they're just visiting the waterfront, or it's their daily commute path, they ride the ferries, or their work is here. Having clearly designated spaces and reducing conflicts is beneficial for everyone, and it's been shown time and time again that protected bikeways can make that happen. There was recently a study that was done that showed really great statistics and even looked at some streets within San Francisco.

Protected bikeways improve bike behavior, increased predictability, and significantly make a street more safe and comfortable for everyone, not just people on bikes. As this project moves along, we will look forward to a few key elements to make this the highest quality bikeway possible. First, we really hope that it will be continuous and connected for the entire length of the scope that's been defined, ensuring that there are no gaps in the network.

Next, it should be as consistent as possible, recognizing there are very many different characters along every block on the Embarcadero. Lastly, it really should, out of all streets in the city, be a premier example of what we call 8-to-80 bikeways. Bikeways are really open and welcoming for people of all ages and abilities. It really should represent what a beautiful bikeway can really look like.

We are excited to engage in the many stakeholder meetings and to engage them in this process and hear their input, as well as involve our own membership in this process. We look forward to working together, and thank both SFMTA and the Port for taking their time to this project and presenting to you today.

Paolo Cosulich-Schwartz - I'm also with the San Francisco Bicycle Coalition. I'm the Business and Community Program Manager. First of all, I'd like to express our interest and excitement in the announcement of the Embarcadero Enhancement Project and the great plan that's been laid out for moving the project forward. Many thanks to you, to your terrific Port staff, MTA for your leadership on this project.

We're particularly excited that the Port is taking such an active role as an enterprise agency in improving the waterfront for all users and all modes of transportation. This project has the ability to improve all aspects of our waterfront from promoting bicycle and pedestrian safety, by helping to bring more visitors safely and comfortably to support waterfront retailers, and also to improve pier access for Port and maritime industries, since I know that's a really important use down here on the waterfront.

Our waterfront, as you know, is already a great success, and this project looks to continue the trend of making it an even better place to live, work, and visit. I

know from my work, I've seen a lot of businesses interested in attracting more visitors by bike as well as employees. I've been conducting commute-to-work classes with waterfront businesses at Levi's Plaza, the Aquarium of the Bay, with and through a program with MTA called Commute by Bike, teaching employees how to ride safely along the waterfront.

We've also seen waterfront attractions like the Exploratorium, AT&T Park, and SF Giants bring in bike valet to accommodate the growing demand for bike parking at their events and the swells that they see when they have special events along the waterfront. With ridership only growing throughout the city year over year, we expect this demand to only increase, and we're thrilled to see the Port support this effort. We look forward to working with you all, SMTA, Port staff of course, the business community, and neighbors to move this project forward.

Commissioner Adams - I really appreciate this presentation because I've been running on the waterfront every morning, and it's kind of nice that you see that you can run. There are runners, walkers, bicyclists and rollerbladers on the waterfront, and we all have to coexist together. This is a really good project for residents and tourists alike especially with our new cruise terminal coming online and more people coming to San Francisco. This is forward thinking and this is good.

I see a lot of bicycle stands everywhere now. I've taken a lot more interest in bicycles recently because I don't have a car. I've been thinking about it more because recently I was driving a rent-a-car and this motorcycle went right down the middle and I didn't realize how you have to be more aware of people on bicycles, motorcycles, and stuff like that.

I'm thinking about it more now, and I also realize how much better it will be for our waterfront. It's really good healthy exercise, walking, bicycling, etc. If people can walk on our waterfront, take bicycles especially, we'll get a lot of cars off the road, and that's what we want to do. We really want to cut down on the pollution. I'm in support of this project. I've been thinking about getting a bicycle myself and also a helmet.

Commissioner Brandon - Thank you so much for a wonderful report. This is really great because the Embarcadero is a little hard to navigate these days with the pedestrians, the bicycles, pedicabs, and the rollerbladers, everybody using the same street. This is great and it will be much needed. I'm looking forward to the outcome of it. I'm wondering once the preferred plan is decided, who's going to pay for the implementation?

Diane Oshima - One of the points of this study is to be able to have the discussions, because the implementation requirements are probably going to be pretty significant. Certainly the Port is not going to be able to carry this on our own. It was part of our core interest of partnering with not just the City but also the region, so that if we have a proposal that comes up with a strong consensus, then the presumption is that we would be well positioned for transportation grant

and other funding. That's the trajectory of it. There's a long road ahead of us. There's still all of the environmental review and other regulatory points that are even beyond the scope of this study, as Patrick described. Our main focus is can we look at the Embarcadero in one conversation and arrive at something that we think makes sense.

Commissioner Murphy - For everybody concerned, it's safer if you have a bike lane, and I'm all for them. I don't ride a bicycle and I don't own a bicycle and I don't plan on buying a bicycle but I find that driving through the city is a lot easier and a lot more comfortable if you have a bike lane. The Embarcadero is very congested. It's a lot of people down there trying to get from A to B, and you have bicycles coming along on the sidewalk. It's dangerous, so I'd be definitely a supporter, and I thank you for the presentation.

Commissioner Woo Ho - I certainly support trying to make the Embarcadero less congested and having bikeways. We've obviously already implemented some bike paths. With this enhanced Embarcadero plan, where would we say we are? What percent of what we're trying to do is done, and how much more has to be done because I'm not sure I understand exactly what more will be done based on what we already have.

I'm not saying that what we have is sufficient, but I just don't get a sense of how much more needs to be done, because we've already started to have bike lanes in place. Is it 50 percent? Are we 25 percent where we want to be? I just don't get a sense from what I heard, and I certainly would like to have a better idea of how much more has to be done.

I see some of the signs that you've put in the staff report but we need signs that bikers must yield to pedestrians. We need more signs like that on the Embarcadero and throughout the city, but I would start with the Embarcadero because that's the only one that I can influence sitting here on this Commission. We need signs that say bikers need to obey traffic rules.

I noticed that there are no signs in the city that indicate that bikers need to observe traffic rules. If they are in place, it would cut down on all the accidents and issues if bikers would observe traffic rules. We need to remind them, if not through a campaign, which I would love to see, we at least have to have signs on the Embarcadero. The signs should say, "Please observe traffic rules," so that we wouldn't have some of these accidents. In most cases, accidents happen because they weren't observing traffic rules.

Diane Oshima - In terms of the existing bike lanes that are on the Embarcadero, those bike lanes were put in there as part of the original waterfront transportation projects. The green paint that went down after the Americas Cup, which was informed by the Transportation Planning, has helped. But in general, given the lanes of traffic and the speed, the widths of those bike lanes are not really perceived, by many recreational cyclists in particular, as being a safe place to ride, which contributes to the fact that we've got this mixed flow along the

promenade. At that transportation planning level, the general observation from the City staff is that those bike lanes are not sufficient to handle the kind of demand that we are now observing along the Embarcadero.

Because the Embarcadero promenade is not designated as a sidewalk, we are constrained on the usual traffic rule enforcement rules that apply to other city sidewalks, because we haven't designated it as a sidewalk. We have been reluctant to designate the promenade as a sidewalk when we don't really feel like we've got a safe place to direct bicyclists to go to.

That was the backdrop that backed us into taking advantage of this opportunity to do this study in hopes that we would be able to come up with a broader space. In the staff report we do go into some framework of the approach. The bikeway itself could take different forms. The idea would be if there was a way of doing a two-way bikeway on one side of the street but within the limitations of the Embarcadero right-of-way. Personally, I don't know how possible that's going to be. But you could look at wider bikeways on the northbound and the southbound sides of the street where they're still split, whether they're at the curb edge or even adjacent to the metro median in the middle. That's a technical possibility as well.

That's all within the scope of what the MTA team is going to be looking at. What's the width of the Embarcadero? How much of it is subscribed for what purpose? Are there opportunities to rearrange that space so that you could free up more generous space for bicyclists? It is going to have implications for on-street parking along the Embarcadero, but it's too early to tell exactly what you can expect beyond that framework.

Commissioner Woo Ho - That definitely leads into a question because there's only so much space. If we want to dedicate more space to bicyclists, what's the give? Is it parking? Is it auto lanes? How is that going to be balanced because we may create better traffic patterns for bicyclists, but then we just have more congestion for autos if we have to give up space? That has to be a real consideration because it is already congested for autos, regardless of whether you have bikes or not.

Diane Oshima – Agreed, that's why we wanted to take the idea of developing a conceptual design through this public process rather than load on the CEQA and all of the other implementation measures because it's too early for us to be able to answer all those questions. As I mentioned earlier, the implementation requirements are going to be a public conversation about what the trade-offs are and how you best meet that balance.

Commissioner Woo Ho - I think you've helped because I wasn't sure hearing this presentation that I understood just how you were really going to change everything on the Embarcadero, as far as the bike lanes that exist today. I don't know that registered with me initially.

Diane Oshima - To your point about bike safety and compliance with traffic rules, whenever we've gone out to talk about bike improvements along the Embarcadero, that's one of the key issues that we hear about. The Bike Coalition staff, Paolo and Janice, were shy about mentioning those efforts on promoting education and awareness about compliance with traffic rules by bicyclists.

I would also note that it's traffic rules by pedestrians, by vehicles, as well as bicyclists, that we all do share this space together and that there are improvements that we can all make. There are going to be efforts. In fact, I believe that the Bike Coalition is planning a Bike Polite campaign. They have an ongoing education program to promote bicycle traffic rule awareness and that they are planning one for the Embarcadero.

Commissioner Woo Ho - It's not just on the Embarcadero, you see it throughout the city where bicyclists just zoom through. If they don't see any traffic, they don't think they have to stop at a stop sign or a red light. All it takes is a few times of getting a few tickets out there and people will say, "Well, it's serious. We really need to abide by it." Somehow we need to get enforcement to get the message across. Signage is the first thing but if there's some enforcement, people would realize, "I really do have to abide by the traffic rules."

Diane Oshima - Agreed.

Commissioner Katz - I also want to thank Diane, Patrick, and Darby. It was a very informative and exciting presentation and opportunity. Peter, what strikes me is many years ago when we were trying to get bike lanes and trying to get the Bicycle Transit Enhancement Plan through, it was amazing the kind of pushback we got. The fact that we're having this kind of discussion is really very heartening. I'm very pleased to see where we're going now.

I also want to thank the Bicycle Coalition and to Commissioner Woo Ho's point, and Diane raised it as well, that the Bicycle Coalition really does work with cyclists to try and get them to understand the complexities of working within the realm of pedestrians, autos, etc. Unfortunately, we have a few bad actors that everyone seems to notice. Obviously we've all seen red-light runners and pedestrians that hop in the middle of the street backwards, as I saw last night. But there are going to be bad actors everywhere, and it really is a matter of just educating them.

Commissioner Woo Ho – Bicyclists with ear phones and they don't look and listen.

Commissioner Katz - I want to thank the Bicycle Coalition for raising these issues diabetic neuropathy being a voice and advocates for cyclists. I'd be remiss if I didn't point out that we're going to be extending the Blue Greenway and I'm very excited about the opportunities that that's going to present to link

the entire waterfront. I'm looking forward to having this space. Where it's certainly much more congested, it is important we start here.

It is in the planning of the Blue Greenway to ensure that there'll be opportunities for cyclists to have safe paths there. This will be a good chance to see what works well, and we can also then implement that through that extension. I do appreciate, too, that we're looking at best practices.

Again, I had photos, but I won't show you. In Lyon, I was struck by how extremely well their dedicated bicycle lanes worked with the raised area. Pedestrians, autos, cyclists understood it. It had everyone working well in some quite congested areas, coincidentally right along their waterfront. I do have the pictures to prove it

One of the other things that struck me is it wasn't contiguous system. There were areas where it wouldn't work to have one type of approach, they would jump to others. That would allow for a seamless, easier pathway. It sounds like that's being contemplated here as well. I appreciate that. But just having come back from somewhere and seeing how well it really works and how well it can work and how it just absolutely enlivens the waterfront. It's really exciting, so I'm looking forward to it.

As we talked about the number of cars along the waterfront, as we've said so many times, if we can get more people on their bicycles, it's healthier, and will reduce some of the car congestion. The more that we can increase travel along the waterfront with people on bicycles that's one less car. I'm very excited about it and look forward to getting periodic reports and updates. Please keep us posted on the progress and how things are going.

I have a question on the new document you gave us. It said it's a draft white paper but Diane mentioned it's no longer a draft.

Patrick Golier - We plan on updating the white paper. The version that Diane handed out is the most recent but we are planning on updating it in the future.

13. REAL ESTATE

- A. Informational presentation regarding the Request for Proposals (RFP) for a Retail Leasing Opportunity at the Pier 29 Bulkhead Building, located at Chestnut Street and The Embarcadero.

Mark Lozovoy, Assistant Deputy Director of Real Estate - This presentation is two-fold. The primary purpose is to discuss the RFP at one specific site, which is the Pier 29 Bulkhead Building. Second, we also want to discuss the broader vision of the remainder of Pier 29, basically the shed portion. It's hard to talk about one without talking about the other because they're connected and clearly have synergies.

The Pier 29 Bulkhead Building was built in 1918 in the neoclassical architectural style, as many of the other northern waterfront bulkhead buildings are. Pier 29 building, along with the shed, was originally used for maritime and for much of its life was an area for cargo warehousing. In more recent years, Pier 29 and Bulkhead Building have been used for a variety of mixed uses such as general storage, parking, and construction laydown.

An event that you probably all remember, in June of 2012 a fire caused major damage to the Bulkhead Building and the shed. While the surrounding buildings were saved, the Bulkhead Building was pretty much completely destroyed. Soon after the fire, the Port rebuilt the Bulkhead Building, completing the repairs in time for the 34th America's Cup event. During the events the Bulkhead Building was used by America's Cup in support of America's Cup events at the site.

More specifically, a fairly large portion of the Bulkhead Building was occupied by the Waiheke Yacht Club Restaurant, which was a temporary popup style restaurant meant only to be used for the events. It was only up for about six months. When the restaurant was removed, the Bulkhead Building has now subsequently been used on an interim basis for supporting of Phase Two of the Cruise Terminal Project.

Now that San Francisco is no longer being considered for a host for the 35th Americas Cup, Port staff believes that it is the appropriate time to share some of our ideas with the Port Commission and the public and to retain and get feedback from the Commission. Real estate staff believes that the Pier 29 Bulkhead Building represents a unique and valuable leasing opportunity. Since it was recently renovated because of the fire, it's in fairly excellent condition. It's also well placed along the Embarcadero, adjacent to the soon-to-be-opened Cruise Terminal and Plaza.

The leasing of the Pier 29 Bulkhead Building is an important next step in support of the Cruise Terminal and the Plaza where there's already been significant public investment. Our strategic goal is to make the Bulkhead Building more of a people place and to basically provide supporting service to cruise ship passengers and visitors of San Francisco and the Port, to activate and enliven the waterfront, and to bring the Bulkhead Building back into economic use by providing significant and ongoing revenue stream.

We believe that the Pier 29 Bulkhead Building represents a valuable retail opportunity that would serve three markets: cruise ship passengers, local tenants and residents and workers in the area; and other visitors that happen to be walking up and down the Embarcadero. The Pier 29 Bulkhead Building now has the potential to undergo a transformation and become an integral part of the northern waterfront.

Port staff proposes to start this process with a request for proposals for retail lease to operate a San Francisco Bay Area-flavored retail facility with either a single or multiple smaller retail businesses in the Bulkhead Building. It also gives

the Port an opportunity to go out to the market on a smaller scale and gauge the interest in the San Francisco-flavored retail facility in conjunction with the Cruise Terminal.

The RFP which seek retail operators that can capture local, regional, and international visitors and cruise ship passenger spending as well as provide a retail attractive to San Francisco residents year-round. I'd like to note that this retail opportunity is clearly meant not to compete with other Port facilities, such as Fisherman's Wharf or the Ferry Building. We feel that there's a market here to survive on its own without competing in that market.

Activating the Pier 29 Bulkhead Building will enhance the Cruise Ship Terminal area for cruise ship passengers, neighborhood community, and invite visiting public into the newly rehabilitated historic building. The slide that you see on the screen is the whole Pier 29 and 27 complex with the Cruise Ship Terminal and its relationship to the Pier 29 shed and Bulkhead Building.

The Bulkhead Building is labeled Number One on this slide and that is the subject of the RFP that we're discussing. In our research we had our consultants look worldwide and look for different themes and other types of uses out in the world. We found a number of different themed retail sites, some which had a transportation hub theme, which is similar to the Cruise Ship Terminal. Cultural themes like Canada Place and Skytree in Tokyo and the basic market hall theme, which is the Chelsea Market idea in New York. Another theme that is coming around and is much more popular now is more of a maker theme with design showrooms and the like. This is something that has drawn quite a bit of interest for us.

Looking at the entire facility, Port staff has divided the Pier and the Bulkhead Building. That's the topic of tonight's conversation. The broader vision for Pier 29 as it sits here is basically in four areas. Area one, the Bulkhead Building, would be the subject of the RFP and we would be looking for either a single tenant to take the entire space and use it. The possibility of a single tenant taking it as a master tenant and using most of the space and then subleasing portions of the space that is surplus to them, but yet operating it under one lease. A third idea is a consortium of tenants that could possibly band together and use the space for multiple uses. We're looking for a unique San Francisco theme for this, one that hopefully doesn't exist along the waterfront right now.

Area Two, which is the southern portion of the shed, we envision this area being used by smaller shops and cafes and the like. A portion of it would be dedicated to cruise only, things like concierge services, baggage storage, a place where people can buy tours and that sort of thing. Area Three is basically the back of the housing space. We consider this to be more industrial space. In conjunction with this kind of maker theme, we see this being an area that producers can produce their product in this area and then sell it in Area Two.

You could have your lab workspace and production space in the back, and then showrooms and shops in the front. These kinds of spaces create very interesting spaces for people to see and look at, very similar to the Exploratorium where you see projects actually being made and the whole industrial process going on right before you.

Area Four is an interesting area. This is the very tip of the pier. For those who experienced the America's Cup and went out to this area, it has a roof over it, but it only has two walls, so it's semi-open. During the America's Cup, this space was used as a wine concession area. They also had a number of brew pubs and some food service.

There's public access. BCDC and everybody wants to see it activated somehow. The big problem with this area is that from the Embarcadero out to Area Four, it's about a quarter of a mile. Without a catalyst like a big event like America's Cup, it's going to be hard to get people all the way out there. We envision this as an experimental area, an area where we can try different things to see what might work in the future.

It's an area where we might have small special events, events like food truck events on weekends, art shows, wine tastings and the like. There's a great opportunity for local-owned businesses. The Port encourages participation of local-owned businesses in the RFP process. We want to make sure that happens.

We're looking to the public, to the Commission and to our stakeholders to give us comments and ideas of how we can enhance that element of this RFP. This lease must be consistent with the Waterfront Land Use Plan, and all of the uses that we've been talking about are consistent with the Waterfront Land Use Plan.

We also want to be consistent with the Waterfront Land Use Plan in terms of how we move the process along. Attachment C of the staff report was taken directly out of the Waterfront Land Use Plan. It outlines the process for public outreach and how we are to go about getting public comment and the like. For the next steps, we want to continue our outreach. We went to NEWAG last week. We are going to Fisherman's Wharf Advisory Group next week. We expect to be going to NEWAG again, probably a few times. We're seeking public comment. We're seeking comment from our stakeholders. We're making appointments with stakeholders. We're trying to draw as much out of this as we can and as many ideas as we can possibly get.

We have started our public engagement last week with NEWAG and here we are at the Commission meeting. After getting comments, we could be ready to issue an RFP sometime in the fall of 2014 with some results coming toward the end of the year in making decisions on respondents about that time. Thereafter, we will be seeking for lease approvals by both the Commission and the Board in the spring of 2015. The schedule is subject to comment and feedback from the Commission.

Marilyn Nichols - I live in Telegraph Landing, which is across the street from Pier 29. I really am impressed with all of the parks that you have created for communities and thought about that kind of public access. We don't have that where we are. This is a high-density residential point when you look at Telegraph Hill. There are no big fields for people to play in. I understand the need for revenue. One of the things that lots of people were excited about at one point was when Chelsea Piers was one of the groups that was looked at for Pier 15-17, which is now, the Exploratorium, which we're very happy to have. But somehow or another, there must be a way to have public access for the community. I understand the Cruise Terminal is a big deal. In this presentation, the idea of accommodating cruise passengers was mentioned at least seven times. There are a lot more people who live on Telegraph Hill and all around the north Embarcadero. We need to have some space and some consideration, very much as Heron's Head and as Islais Creek, etc. I would just like to put that in there and for you to consider, in terms of a retail situation, maybe, maybe someone like Chelsea Piers in New York. In other words, if you see how successful that has been as something that really contributes to the area. While I understand the need for free space and free parks for many other parts of the city, where we live, people are probably well able to afford to pay something or to help subsidize the idea of a park there.

Commissioner Katz - Diane, could you please explain the history that may address some of the points raised by the prior speaker and also talk a little bit about the Northeast Wharf Plaza, the park that is coming in along the Embarcadero.

Diane Oshima, Planning and Development Division - Pier 27-29 is identified as a development opportunity area in the Waterfront Land Use Plan. At one time, a development opportunity was contemplated for Pier 27-29, and even on to 31. Pier 31, not at the Exploratorium site at Pier 15-17.

There had been a development proposal there for active recreation use, a solicitation process where Chelsea Pier had submitted a proposal along with the Mills Corporation for an active recreation-mixed use development project. We had done this in concert with planning that the Port and BCDC had done together for a major public open space, which is actually the Northeast Wharf Plaza, which is now under construction as part of the Cruise Terminal Project.

The Northeast Wharf Plaza is a three-acre public park and open space at the tip of Pier 27 along the Embarcadero that now is being developed as part of the Cruise Terminal Project but had been also contemplated as part of any major development on that site previously. The Mills Project included a YMCA, various active recreation uses, and mixed-use retail and commercial uses as well. It did not move forward. The developers ultimately left that project because of a number of project problems.

For a time, the Port had been moving forward with a Cruise Terminal Project down in the South Beach area at Piers 30-32. That project, which was part of the mixed-use development project at 30-32, also did not go forward. The developer walked away from that because of the costs of retrofit to the pier. With that, the Port's whole program for trying to find an appropriate place for the location of a modern cruise terminal sort of went out the window for Pier 30-32.

Mayor Gavin Newsom convened a blue-ribbon committee to look at where else the Cruise Terminal could go. They looked at Pier 27, and that's how we ended up moving the James R. Herman Cruise Terminal Project from Pier 30-32 up to Pier 27. The park was integrated into that Cruise Terminal Project.

At the time that the active recreation use development opportunity was being considered for Piers 27-29, one of the big draws for that use was the former Pier 27 shed. It was a large shed. It was clear span without posts and piles in between that enabled active recreation use to be an opportunity there.

Now with the Cruise Terminal Project, where we have taken out the old Pier 27 and replaced it with the brand new Cruise Terminal facility, with the remaining Pier 29 facility that is more like the rest of our finger piers, where we have lots of piles and structural supports that make it more difficult to do active recreation playing areas in there because they're broken up by the structure of the pier sheds. There has been an evolution in terms of an intent 15 years ago for active recreation use at this particular location. Because of the events that I just described, it's now evolved into a Cruise Terminal. The open space is still there. The question about where can active recreation use is still an open question and we're going to be open to having further conversations about that. I do think that the type of facilities that use requires large, free-spanned spaces that don't have structural supports intermingling is one of the challenges that we would have to contemplate in looking at retrofitting another pier for that use. That's a bit of background information on where we've been and how we can move forward.

Commissioner Katz - Thank you, Mark, for your presentation and the work that's gone into this.

Commissioner Woo Ho - This is an informational presentation. Going forward, we're interested in hearing how and what the thought process is. Hopefully in trying to get an RFP going, you will get some interesting ideas from the RFP on the bulkhead that will then help define the plan for the rest of the pier. It is probably the process that we want to proceed with. At this point, this is just the beginning of the journey.

Commissioner Murphy - I feel the same way. It's a great project, and I'd love to see it move forward ASAP.

Commissioner Brandon - Thank you, Mark, for a wonderful presentation. This is a great opportunity for the Port to help us with some of our capital needs in increasing our revenue stream. I do want to make sure that when we're going

through this process that we keep in mind that whatever we put there, we don't want to compete with our existing tenants. We have to keep that in mind going forward.

Commissioner Adams - First of all, I appreciate you coming up and hitting the mic and the Commission really need to hear from the community. Staff and Commissioners need to listen to what the community says, but also we're engaged and we need to have this dialogue. I'll just give you a good example of how sometimes people can be misinformed. Recently Director Moyer and I got a call from Board President David Chiu. The people on the hill were worried about with the new Cruise Terminal coming, there's going to be a nightclub and there's going to be live nation down there.

We said no there isn't going to be one. Director Moyer talked to President Chiu and I told him the same thing. We have no clubs on the waterfront. The Cruise Terminal's not going to be like the America's Cup with Live Nation and all that. It's going to be a family place for cruises and stuff like that. With regard to this project, what you guys have done is very thoughtful. I have an open mind. I haven't really reached a conclusion but I think we're going in the right direction because if it's local-owned businesses, it's a good fit. This is a city. We say what we really do. We depend on tourism. We're trying to get to a goal over a million passengers a year on the Cruise Terminal. We have to have something to entice people to come to the waterfront. This is going to be part of a community, local businesses. This is a place for small businesses. People will be screened and we will look at them as we have some opportunities.

The community should be able to come over to this facility and feel like this is a part of a community. This will enhance our waterfront. We said we're about progress. We're talking about having the Olympics in this city one day. Never do you look back into the present. You look into the future. This is something that will fit this community and our waterfront. It's going to provide more jobs. We're always talking about jobs. We're talking about a place for people to come down into our community. There's a park at the James R. Herman Terminal. All these things will be interwoven together. We need to look at it. We take it step by step.

I agree with the rest of my Commissioners if this can enhance our waterfront and it builds our community, because that's what we're about, we need to take it one step at a time. Clearly the community needs to have a dialogue with the Port. You need to tell us what you feel. If you have great ideas, let us know. We just can't stand around and not do anything. We need to put this in place and make it work because it's part of the economic engine of the Port and the City.

Commissioner Katz - I'll echo the comments of my colleagues. We're excited about bringing something there that will be uniquely San Francisco or Bay Area regional-focused. I appreciate the effort that's going in to bringing in the community. There will be the advisory group, as you've outlined in the Waterfront Plan implementation process.

That's an opportunity to figure out where it may have some holes and needs along the waterfront and ways to enliven it and seamlessly connect all along there so that as we get new people coming into our Cruise Terminal, we'll also have things that will attract locals and it will be fun, dynamic, and exciting. We should keep that space lively throughout the day and attract people there.

Having had an occasional meal and/or drink at the Waiheke Club, it really was an exciting place to be. It would be a shame not to take advantage of that site to bring more locals to that portion of the waterfront. I'm excited to see what comes forward and as Commissioner Adams stated, it's a good opportunity for the Port as well to take advantage of where we put so much investment into a facility to make sure that comes back to the Port and we get to move forward on that. Thank you for your work on that, and look forward to hearing further updates.

14. NEW BUSINESS

Monique Moyer - With respect to new business, I want to again come back to the forward calendar. We talked a lot about it today but I wanted to mention that at the August 12, 2014 meeting, we will be providing a look at the Waterfront Land Use Plan, and we will be joined by Larry Goldzband, the head of BCDC. At our September 9, 2014 meeting we've already discussed the time-certain item on sea level rise by John Englander and Will Travis.

We also will be joined by City Planning Director John Rahaim for his annual appearance before the Port Commission, which was a new business item that the Commissioners had previously requested when Mr. Rahaim was here. I do want to make a change to the forward calendar in that we are going to have our offsite meeting at the Southeast Community Center on Oakdale Avenue. We think that's a better meeting to do our Blue Greenway item because that will really speak to the community.

We propose to move the Blue Greenway item from September 9 to September 23, 2014 and move the Tariff's item forward. In terms of new business today, the instruction that we've talked about already was to take some feedback back to the SF Adapt Committee and add the periodic reporting to the Mayor and the Board of Supervisors.

Commissioner Katz - I have briefly touched on this with Executive Director Moyer, but, again, it was what I did with my summer vacation. In France they have something that they call fete de la Musique that they started about 30 years ago. It's now been picked up in a number of other countries around the world, where on summer solstice, sort of an organic street party may not be quite the right word for it but musicians come out and align themselves with different restaurants and other establishments, partly because they made access to a little bit of power supplies for their instruments, amplifiers, etc. Businesses are open and people stroll along the street. It's the longest night of the year or it stays light as late as possible.

It was a wonderful opportunity for people to stroll along and gather and listen to local musicians, be it just one person singing English songs or groups. It was a dynamic, exciting evening and it brought so many people out. Museums opened up their doors and other public institutions were opened up for the evening. I would love to see if we could explore whether something similar might work, at least along portions of the waterfront to be the first site in the United States that would be part of an international fete de la Musique efforts. If we could perhaps see if that would be feasible.

Monique Moyer – Sure, will do.

Commissioner Katz - For staff, I do have some interesting photos of both bike paths and access to waterfront and ways of enlivening the waterfront and using it during warmer weather months. We certainly could do that year round, but a lot of interesting things that were presented along the Lyon waterfront. I'm happy to share that with any staff that may be interested.

Monique Moyer - You've given those to Amy already, correct? For the Port staff, they can come to Amy to get them or we can distribute them.

15. ADJOURNMENT

ACTION: Commissioner Brandon moved approval to adjourn the meeting; Commissioner Adams seconded the motion. All of the Commissioners were in favor.

Commission President Leslie Katz adjourned the meeting at 6:43 p.m.

SAN FRANCISCO PORT COMMISSION

Leslie Katz, President
Willie Adams, Vice President
Kimberly Brandon, Commissioner
Mel Murphy, Commissioner
Doreen Woo Ho, Commissioner

Monique Moyer, Executive Director
Phone: 415-274-0400; Fax 415-274-0412

Amy Quesada, Commission Secretary
Phone: 415-274-0406; Fax 415-274-0412

AGENDA TUESDAY, AUGUST 12, 2014 3:15 P.M. OPEN SESSION 5:15 P.M. CLOSED SESSION

PORT COMMISSION HEARING ROOM, SECOND FLOOR FERRY BUILDING, SAN FRANCISCO CA 94111

*5
1
12/13*
The Port Commission Agenda as well as Staff Reports/Explanatory Documents available to the public and provided to the Port Commission are posted on the Port's Website at www.sfport.com. The agenda packet is also available at the Pier 1 Reception Desk. If any materials related to an item on this agenda have been distributed to the Port Commission after distribution of the agenda packet, those materials are available for public inspection at the Port Commission Secretary's Office located at Pier 1 during normal office hours.

1. CALL TO ORDER / ROLL CALL

2. APPROVAL OF MINUTES – July 8, 2014

GOVERNMENT
DOCUMENTS DEPT

3. PLEDGE OF ALLEGIANCE

AUG - 8 2014

4. ANNOUNCEMENTS

SAN FRANCISCO
PUBLIC LIBRARY

- A. Announcement of Prohibition of Sound Producing Electronic Devices during the Meeting: Please be advised that the ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing of or use of a cell phone, pager, or other similar sound-producing electronic device.

- B. Announcement of Time Allotment for Public Comments: Please be advised that a member of the public has up to three minutes to make pertinent public comments on each agenda item unless the Port Commission adopts a shorter period on any item.

5. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

Public comment is permitted on any matter within Port jurisdiction and is not limited to agenda items. Public comment on non-agenda items may be raised during Public Comment Period. A member of the public has up to three minutes to make pertinent public comments. Please fill out a speaker card and hand it to the Commission Secretary. If you have any question regarding the agenda, please contact the Commission Secretary at 274-0406. No Commission action can be taken on any matter raised during the public comment period for items not listed on the agenda other than to schedule the matter for a future agenda, refer the matter to staff for investigation or respond briefly to statements made or questions posed by members of the public. (Government Code Section 54954.2(a))

6. EXECUTIVE

A. Executive Director's Report

- Forest City Ballot Measure
- Metro Cruise LBE Contract Opportunity Workshop – July 11, 2014
- Pier 70 - 20th Street Historic Buildings Rehabilitation Project, Orton Development, Inc.
- Christening of New Bay Delta Maritime Tug Boat – August 2, 2014
- Change of Location for Port Commission Meeting – September 23, 2014, Southeast Community Facility, 1800 Oakdale Avenue, San Francisco
- James R. Herman Cruise Terminal Opening – September 25, 2014 at noon
- In Memoriam – Renee Jones, Retired Port Collection Supervisor

B. Commissioners' Report

7. CONSENT

- A. Request authorization to award Construction Contract No. 2765, Pier 35 Building & Roof Repair Project, to Roebuck Construction, Inc. in the amount of \$2,041,010, and authorization for a contract contingency fund of 10% of the contract amount (or \$204,101) for unanticipated contingencies, for a total authorization not to exceed \$2,245,111. (Resolution No. 14-48)**
- B. Request authorization to advertise for Competitive Bids for Construction Contract No. 2769, Port Security Fences Project, Phase IV. (Resolution No. 14-49)**
- C. Request authorization to issue a Request for Qualifications to establish a pre-qualified pool for multiple contracts to implement an Emergency Preparedness Training Program at the Port. (Resolution No. 14-50)**

8. PLANNING AND DEVELOPMENT

- A. Informational presentation on the Seventeen-Year Review of the Waterfront Land Use Plan, 1997-2014
- B. Informational presentation by the San Francisco Bay Conservation and Development Commission regarding interagency coordination with the Port of San Francisco for waterfront planning and urban design.
- C. Informational presentation on Water Taxi Landing Opportunities in San Francisco.

9. ENGINEERING

- A. Informational presentation regarding Estimated Substructure Repair Costs for Piers 30-32 in its As-Is condition and impacts to such costs from alternative uses at Piers 30-32.

10. NEW BUSINESS

11. PUBLIC COMMENT ON EXECUTIVE SESSION

12. EXECUTIVE SESSION

- A. Vote on whether to hold closed session.

(1) CONFERENCE WITH LEGAL COUNSEL AND REAL PROPERTY NEGOTIATOR – This is specifically authorized under California Government Code Section 54956.8. *This session is closed to any non-City/Port representative:

- a. Property: Pier 38, located at Delancey Street and The Embarcadero
Person Negotiating: Port: Byron Rhett, Deputy Director, Planning and Development; Jonathan Stern, Assistant Deputy Director of Planning and Development
*Negotiating Parties: TMG Pier 38 Partners, LLC: Michael Covarrubias

Under Negotiations: Price Terms of Payment Both
The Port and TMG Pier 38 Partners, LLC ("TMG") are negotiating a lease for the Pier 38 Bulkhead Building Rehabilitation Project. In this executive session, the Port's negotiator seeks direction from the Port Commission on factors affecting the price and terms of payment, including price structure, financing mechanisms and other factors affecting the form, manner and timing of payment of the consideration for the property interests. The executive session discussions will enhance the capacity of the Port Commission during its public deliberations and actions to set the price and payment terms that are most likely to

maximize the benefits to the Port, the City and the People of the State of California.

13. RECONVENE IN OPEN SESSION

- A. Possible report on actions taken in closed session pursuant to Government Code Section 54957.1 and San Francisco Administrative Code Section 67.12.
- B. Vote in open session on whether to disclose any or all executive session discussions pursuant to Government Code Section 54957.1 and San Francisco Administrative Code Section 67.12.

14. ADJOURNMENT

**FORWARD CALENDAR
(TARGETED COMMISSION MEETING, SUBJECT TO CHANGE)**

SEPTEMBER 9, 2014

	FACILITY/POLICY	ITEM	TITLE
1	Portwide	Informational	Time Certain: 4 PM - Joint Presentation by John Englander and Will Travis on Sea Level Rise
2	Portwide	Informational	Presentation by the San Francisco Planning Department Director regarding interagency coordination with the Port of San Francisco for waterfront planning and urban design
3	Pier 38	Informational	Presentation on Pier 38 Bulkhead Building Rehabilitation Project with TMG Pier 38 Partners, LLC, located at Delancey Street and the Embarcadero
4	Portwide	Informational	Presentation on the Port's Year-End Contracting Activity for the Fiscal Year 2013-14.
5	Portwide	Action	Approval of changes to Port of San Francisco Tariff #5 Section 8 - Fisherman's Wharf, update regulations re: conducting non sport fishing trips, berth wait list and berth holder parking

SEPTEMBER 23, 2014

	FACILITY/POLICY	ITEM	TITLE
1	Southern Waterfront	Informational	Presentation on the Southern Waterfront Commercial Leasing/Maritime opportunities
2	Blue Greenway	Informational	Presentation on the status of the Port's Blue Greenway Projects
3	Portwide	Informational	Presentation on quality of Port's office space portfolio & required improvements
4	Portwide	Informational	Presentation on Finger Pier Existing Code Analysis/Model Guidelines
5	Pier 31	Action	Authorization to advertise for competitive bids for Construction Contract No. 2762, Pier 31 Building and Roof Repairs
6	Portwide	Action	Authorization to issue an informal bid for a Financial Advisor Contract
7	Portwide	Action	Authorization to enter into an Architectural/Engineering Services Contract for the Completion of an Assessment of the Port's Seawall
8	Brannan Street Wharf	Action	Authorization to approve plaque installation and pathway naming at Brannan Street Wharf located on The Embarcadero Promenade between Pier 30-32 and Pier 38

	FACILITY/POLICY	ITEM	TITLE
1	Portwide	Informational	Presentation by City Controller on Best Practices for Public Works Contracts
2	Pier 80	Informational	Presentation on Cargo Marketing Plan for Pier 80 in conjunction with Metro Ports and the International Longshore and Warehouse Union
3	Portwide	Action	Authorization to enter into a contract for Youth Employment Services
4	Portwide	Action	Authorization to enter into a contract for Emergency Operations Training
5	Southern Waterfront	Action	Approval to Issue RFP for Consultant to update Southern Waterfront Environmental Impact Report
6	Pier 70 – 20 th Street Historic Buildings	Action	Request approval of donation of equipment and machinery from Building 113 to the Bethlehem Steel Museum in accordance with the Port Commission's Surplus Furniture, Fixtures and Equipment Policy

DATE TO BE DETERMINED

	FACILITY/POLICY	ITEM	TITLE
1	SWL 337	Informational	Presentation regarding a special event in excess of 90-days at Port property at Seawall Lot 337, including a review of the special event's proforma, pursuant to Lease No. L-14980 between Port and China Basin Ballpark Company, LLC.
2	South Beach	Action	Port Commission's consideration of agreements between the Port Commission and the Successor Agency to mutually terminate 13 ground leases in the South Beach project area and set business terms for the transfer of the South Beach Harbor Program
3	Piers 30-32	Informational	Presentation of alternatives for reuse of Piers 30-32
4	Pier 70	Action	Authorization to advertise for competitive bids for Construction, Crane Cove Park Project Phase 1
5	Pier 94 and 96	Action	Authorization to advertise for competitive bids for Construction, Pier 94-96 Storm Drain and Outfall repairs
6	Loading Dock near Tulare Street	Action	Authorization to advertise for competitive bids for Construction, Copra Crane Refurbishment

7	3rd Street & Cargo Way Triangle and Cargo Way	Action	Authorization to advertise for competitive bids for Construction, Quint Street Lead Improvement Project
8	Pier 35	Action	Authorization to advertise for competitive bids for Construction, Pier 35 Substructure Repairs
9	Pier 29	Action	Approval to issue a Request for Proposals for new tenant(s) for Pier 29 bulkhead
10	Pier 31	Action	Authorization to award Construction Contract No. 2762, Pier 31 Building and Roof Repairs
11	Daggett Street	Action	Approval of Memorandum of Understanding between the Port and the City's Real Estate Department authorizing the jurisdictional transfer of the Daggett Street Right-of-Way from the Port to the City for a transfer fee of \$1.6 Million

SEPTEMBER/OCTOBER 2014
CALENDAR OF UPCOMING PORT MEETINGS – OPEN TO THE PUBLIC

DATE	TIME	GROUP	LOCATION
September 9	1:30 PM Closed Session	Port Commission	Port Commission Hearing Room at the Ferry Building
	3:15 PM Open Session	Port Commission	Port Commission Hearing Room at the Ferry Building
September 23	2:00 PM Closed Session	Port Commission	Southeast Community Facility, Alex L. Pitcher, Jr. Community Room, 1800 Oakdale Avenue, San Francisco CA 94124 (Phone 415-821-0921)
	3:15 PM Open Session	Port Commission	Southeast Community Facility, Alex L. Pitcher, Jr. Community Room, 1800 Oakdale Avenue, San Francisco 94124 (Phone 415-821-0921)
October 14	2:00 PM Closed Session	Port Commission	Port Commission Hearing Room at the Ferry Building
	3:15 PM Open Session	Port Commission	Port Commission Hearing Room at the Ferry Building
October 28	2:00 PM Closed Session	Port Commission	Port Commission Hearing Room at the Ferry Building
	3:15 PM Open Session	Port Commission	Port Commission Hearing Room at the Ferry Building

NOTES:

The San Francisco Port Commission meets regularly on the second and fourth Tuesday of the month at 3:15 p.m., unless otherwise noticed. The Commission Agenda and staff reports are posted on the Port's Website @ www.sfport.com. The Port Commission meetings can be viewed online at http://sanfrancisco.granicus.com/ViewPublisher.php?view_id=92. The Port Commission meetings are also broadcasted on the 2nd & 4th Thursday of the month at 9 p.m. on Comcast Cable Channel 26 or Astound Cable Channel 78 (formerly RCN Cable). Contact Amy Quesada at 274-0406 or amy.quesada@sfport.com

The Fisherman's Wharf Waterfront Advisory Group (FWWAG) meets regularly on a bi-monthly basis, on the third Tuesday of the month. The regular meeting time and place is 9:00 a.m. at Scoma's Restaurant, Pier 47 at Fisherman's Wharf. Contact Rip Malloy @ 274-0267 or rip.malloy@sfport.com

The Maritime Commerce Advisory Committee (MCAC) meets every other month, on the third Thursday of the month, from 11:30 a.m. to 1:00 p.m. @ Pier 1. Contact Jim Maloney @ 274-0519 or jim.maloney@sfport.com

The Mission Bay Citizens Advisory Committee meets on the second Thursday of the month at 5:00 p.m. in the Creek Room at Mission Creek Senior Building located at 225 Berry Street in San Francisco (along the Promenade just beyond the library.) Contact Catherine Reilly at the former Redevelopment Agency @ 749-2516 or catherine.reilly@sfgov.org

The Northeast Waterfront Advisory Group (NEWAG) meets regularly on a bi-monthly basis on the first Wednesday of the month from 5:00 p.m. to 7:00 p.m. in the Bayside Conference Room @ Pier 1. Contact Jonathan Stern @ 274-0545 or jonathan.stern@sfport.com

The Central Waterfront Advisory Group (CWAG) meets monthly on an as-needed basis, generally on the third Wednesday of the month from 5 to 7 p.m. in the Bayside Conference Room at Pier 1. Contact Mark Paez @ 705-8674 or mark.paez@sfport.com

The Southern Waterfront Advisory Committee (SWAC) meets every last Wednesday of the month from 6:15 to 8:15 p.m. Location to be determined. Contact David Beaupre @ 274-0539 or david.beaupre@sfport.com

The Waterfront Design Advisory Committee (WDAC) meets jointly with the Design Review Board of the Bay Conservation and Development Commission on the first Monday of the month at BCDC, 50 California Street, Rm. 2600, at 6:30 p.m. The Committee meets as needed on the fourth Monday of the month at 6:30 p.m. in the Bayside Conf. Rm. @ Pier 1. Contact Dan Hodapp @ 274-0625 or dan.hodapp@sfport.com

ACCESSIBLE MEETING INFORMATION POLICY

FERRY BUILDING:

The Port Commission Hearing Room is located on the second floor of the Ferry Building. The main public entrance is from the west (Embarcadero) side and is served by a bank of elevators adjacent to the historic staircase. Accessible public restrooms are on the first floor at the northeast end of the building as well as on the second floor across the lobby from the Port Commission Hearing Room. The main path of travel to the Port Commission Hearing Room is equipped with remote infrared signage (Talking Signs). The Port Commission Hearing Room is wheelchair accessible. Accessible seating for persons with disabilities (including those using wheelchairs) is available. The closest accessible BART and MUNI Metro station is Embarcadero located at Market & Spear Streets. Accessible MUNI lines serving the Ferry Building area are the F-Line, 9, 31, 32 and 71. For more information about MUNI accessible services, call (415) 923-6142. The nearest accessible parking is provided in the following off-street pay lots: 3 spaces in the surface lot on the west side of the Embarcadero at Washington Street.

Hourly and valet parking is available in the Pier 3 lot. This lot is accessed through the Pier 3 bulkhead building entrance on the east side of the Embarcadero. This lot is located on the pier deck; adjacent to the ferry boat Santa Rosa. Additional covered accessible off-street pay parking is available in the Golden Gateway Garage, which is bounded by Washington, Clay, Drumm and Battery Streets. Entrance is on Clay St. between Battery and Front Streets. There is no high-top van parking. Metered street parking is available on the Embarcadero, Washington, Folsom & Drumm Streets.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

A sign language interpreter and alternative format copies of meeting agendas and other materials can be provided upon request made at least 72 hours in advance of any scheduled meeting. Contact Wendy Proctor, Port's ADA Coordinator, at 274-0592, the Port's TTY number is (415) 274-0587.

Know Your Rights Under the Sunshine Ordinance:

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance (Sections 67.1 et seq. of the San Francisco Administrative Code) or to report a violation of the ordinance, contact Chris Rustom by mail: Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco CA 94102-4689; by phone at (415) 554-7724; by fax at (415) 554-7854 or by email at sotf@sfgov.org. Citizens interested in obtaining a free copy of the Sunshine Ordinance can request a copy from Mr. Rustom or by printing Sections 67.1 et seq. of the San Francisco Administrative Code on the Internet, at <http://www.sfgov.org/sunshine>.

NOTICES

Prohibition of Ringing of Sound Producing Devices:

The ringing of and use of cell phones, pagers, and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic device.

Lobbyist Registration and Reporting Requirements:

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (SF Campaign & Government Conduct Code Sections §2.100 – 2.160) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 30 Van Ness, Suite 3900, San Francisco, CA 94102, phone (415) 581-2300 or fax (415) 581-2317; web site: www.sfgov.org/ethics.

CEQA Appeal Rights under Chapter 31 of the San Francisco Administrative Code:

If the Commission approves an action identified by an exemption or negative declaration as the Approval Action (as defined in S.F. Administrative Code Chapter 31, as amended, Board of Supervisors Ordinance Number 161-13), then the CEQA decision prepared in support of that Approval Action is thereafter subject to appeal within the time frame specified in S.F. Administrative Code Section 31.16. Typically, an appeal must be filed within 30 calendar days of the Approval Action. For information on filing an appeal under Chapter 31, contact the Clerk of the Board of Supervisors at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102, or call (415) 554-5184. If the Department's Environmental Review Officer has deemed a project to be exempt from further environmental review, an exemption determination has been prepared and can be obtained on-line at <http://sf-planning.org/index.aspx?page=3447>. Under CEQA, in a later court challenge, a litigant may be limited to raising only those issues previously raised at a hearing on the project or in written correspondence delivered to the Board of Supervisors, Planning Commission, Planning Department or other City board, commission or department at, or prior to, such hearing, or as part of the appeal hearing process on the CEQA decision.



MEMORANDUM

August 7, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer
Executive Director

SUBJECT: Request authorization to award Construction Contract No. 2765, Pier 35 Building & Roof Repair Project, to Roebuck Construction, Inc. in the amount of \$2,041,010, and authorization for a contract contingency fund of 10% of the contract amount (or \$204,101) for unanticipated contingencies, for a total authorization not to exceed \$2,245,111

DIRECTOR'S RECOMMENDATION: Approve Attached Resolution

Executive Summary:

Port staff requests that the Port Commission authorize the award of construction Contract No. 2765, Pier 35 Building & Roof Repair Project ("Project"), to Roebuck Construction, Inc. (Roebuck) in the amount of \$2,041,010, and authorization for a contract contingency fund of 10% of the contract amount (or \$204,101) for unanticipated contingencies, for a total authorization not to exceed \$2,245,111. The Project will upgrade two elevators and repair water intrusion in several areas in the bulkhead and the shed. The project scope includes elevator repairs, roofing, flashing, window and door weather stripping repairs. Pier 35 is located in the Northern Waterfront, on The Embarcadero between Kearny and Bay Streets. (See Attachment "A" for Area of Work Location Map)

Pier 35 is the current primary San Francisco Cruise Terminal ("Terminal"), and will become the secondary Terminal once the Pier 27 Cruise Terminal is opened. Both Terminal facilities will be operated through Metro Cruise Services. Additional office tenants occupy the bulkhead building. Pier 35 is a historic building, constructed of light and heavy timber components.

This Print Covers Calendar Item No. 7A

Strategic Objective:

Maintenance and repair of the Cruise Terminal provides benefits to local and regional users and global visitors while accomplishing the Port's commitment to provide Maritime activities along the waterfront. Offices in the bulkhead area in Pier 35 create contract opportunities for small and local business enterprises.

Background:

The Port Commission, at its meeting on Tuesday, March 11, 2014, authorized staff to advertise for construction bids for Contract No. 2765, Pier 35 Building & Roof Repair Project (Port Commission Resolution 14-14). Port staff published the advertisement for bids on May 14, 2014, conducted an optional Pre-Bid Meeting on May 28, 2014, and opened bids on July 1, 2014, seven weeks after advertisement.

The project was bid with five base bid items, one for each elevator, one for all essential water intrusion scope in the two story portion of the building, and two allowances for mobilization and partnering. Two additive alternate items were bid for further water intrusion scope in other areas. The announced construction budget amount was \$2,250,000 based on the engineer's estimate and funding available in the Roofing and Elevator Escalator funds.

Staff received eleven bids with base bids ranging from \$1.9M to \$2.5M with a median of \$2.1M. The base bids of the six lowest bidders allowed for inclusion of the additive alternate bids ranging from \$2.0M to \$2.2M. These six bids were evaluated and scored based on Local Business Enterprise (LBE) percentage of participation which included the additive alternate amounts, and adjusted bid discount price for local contractors. With this evaluation, the lowest bid was submitted by Roebuck Construction, Inc., for the total amount of \$2,041,010. Staff reviewed Roebuck's bid and have determined that the bid is responsive and that Roebuck and their subcontractors are responsible contractors that meet the minimum qualifications (See attachments "B" and "C").

Roebuck Construction, Inc. is a San Francisco Local Business Enterprise that recently completed the Port Joint Operations and Security Building at Hyde Street Harbor, and the Pier 33½ Improvements Project. Roebuck's bid includes subcontractors Pioneer Contractors, Inc. for the roofing work, Ascent Elevator, Inc. for the elevator upgrades, and Eco Bay Services for the hazardous material abatement, each of which have successfully performed work on numerous Port projects.

Local Business Enterprise

The Contract Monitoring Division ("CMD") enforces the City's Administrative Code Chapter 14B, the Local Business Enterprise and Non-Discrimination in Contracting Ordinance. The ordinance establishes 10% bid discounts for LBE prime contractors and empowers CMD to set LBE subcontractor participation goals based upon availability of LBE firms to complete the type of work included in the contract. For this contract, CMD staff established a Local Business Enterprise ("LBE") subcontractor participation goal of 19% of the bid amount.

Of the eleven bidders, seven are certified LBE contractors. On July 8, 2014, CMD staff determined that Roebuck's bid satisfied the LBE subcontracting goal and is eligible for

the award of the contract (see Exhibit "B"). Roebuck's LBE subcontractor participation for this contract is 35% which includes Pioneer Contractors, Inc., and Eco Bay Services, Inc. While the goal does not apply to prime contractor work, it is noted that Roebuck is an LBE contractor and will be self-performing approximately 38% of the contract work, resulting in nearly 73% of the work being performed by certified LBE firms. An additional 28% of the work will be performed by non-certified LBE contractors.

Regulatory Permits

This project consists of in-kind repairs and replacements and is not a project subject to CEQA.

The project description was submitted to San Francisco Bay Conservation and Development Commission ("BCDC") in a customary 15-day notification. BCDC did not require further permit information and the project is deemed approved. An Army Corps of Engineers' permit is not needed for this work. A Port of San Francisco Building Permit has been secured.

Climate Action:

The potential for sea level rise is a concern for all projects along the waterfront; however; the design life for this "in-kind" repair project is limited to less than 30 years, so sea level rise is not considered.

San Francisco Local Hiring Ordinance

The Project will comply with the mandatory participation level of the City's Local Hiring Ordinance.

Funding

The base bid and the two additive alternates in the construction contract, and the 10% contingency will be funded from the Capital Funds as shown in the table below.

Project Scope	Amount	Funding Source
Roofing and various water intrusion repairs	\$ 1,698,892	Port Capital Roof Fund CPO 759
Elevator Upgrades	\$ 342,118	Port Capital Elevator/Escalator Fund CPO 795
Total Base Bid + Additive Alternates	\$ 2,041,010	
10% Contingency for Roofing and various water intrusion repairs	\$ 169,889	Port Capital Roof Fund CPO 759
10% Contingency for Elevator Upgrades	\$ 34,212	Port Capital Elevator/Escalator Fund CPO 795
Total Contingency	\$ 204,101	
Total Cost with Contingency	\$ 2,245,111	

Schedule

The following is the anticipated project schedule:

Commission Authorization to Award	August 12, 2014
Estimated Notice to Proceed (NTP)	September, 2014
Estimated Substantial Completion (365 Days)	September, 2015
Estimated Final Completion (60 Days)	November, 2015

Summary

Port staff recommends that the Port Commission authorize the award of construction Contract No. 2765, Pier 35 Building & Roof Repair Project, to Roebuck Construction, Inc., the lowest responsive, responsible bidder, in the amount of \$2,041,010, and further authorize staff to increase the contract amount, through contract modification or change order, if needed for unanticipated contingencies, by an additional \$204,101 (10% of the contract amount), to a total not-to-exceed amount of \$2,245,111. Roebuck is an LBE contractor and CMD has determined that their bid, which includes 35% LBE subcontractor participation, meets the requirements of Administrative Code Chapter 14B. Roebuck will meet the requirements of the City's Local Hiring Policy for Construction. Port staff also recommends that the Port Commission authorize the Executive Director to accept the work once it is complete.

Prepared by:

Wendy Proctor
Project Architect

For:

Eunejune Kim
Chief Harbor Engineer

Attachments:

- Attachment A - Area of Work Location Map
- Attachment B - Contract Monitoring Division Award Memo
- Attachment C - Bid Summary

**PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 14-48

WHEREAS, Port staff seeks authorization to award construction Contract No. 2765, Pier 35 Building & Roof Repair Project (the "Project"); and

WHEREAS, the Project will upgrade two elevators and remedy water intrusion at the roof assembly, doors and windows for the Pier 35 Cruise Terminal; and

WHEREAS, Port staff received eleven (11) bids on July 1, 2014 for Contract No. 2765; seven (7) of which were submitted by Local Business Enterprise Contractors; and

WHEREAS, Port Engineering staff and Contract Monitoring Division staff reviewed the bids and determined that Roebuck Construction, Inc. is the lowest responsive, responsible bidder for the Project; and

WHEREAS, Roebuck Construction, Inc.'s total base bid price including two additive alternate bids for the Project is \$2,041,010; and

WHEREAS, the Project is fully funded with Port Capital funds; and

WHEREAS, the construction contract for the Project will comply with the City's Local Hiring Policy for Construction Ordinance (Administrative Code Section 6.22(G); now, therefore, be it

RESOLVED, that the Port Commission hereby authorizes the award of construction Contract No. 2765, Pier 35 Building & Roof Repair Project, to Roebuck Construction, Inc. the lowest responsive and responsible bidder, for the not-to-exceed amount of \$2,041,010; and be it further

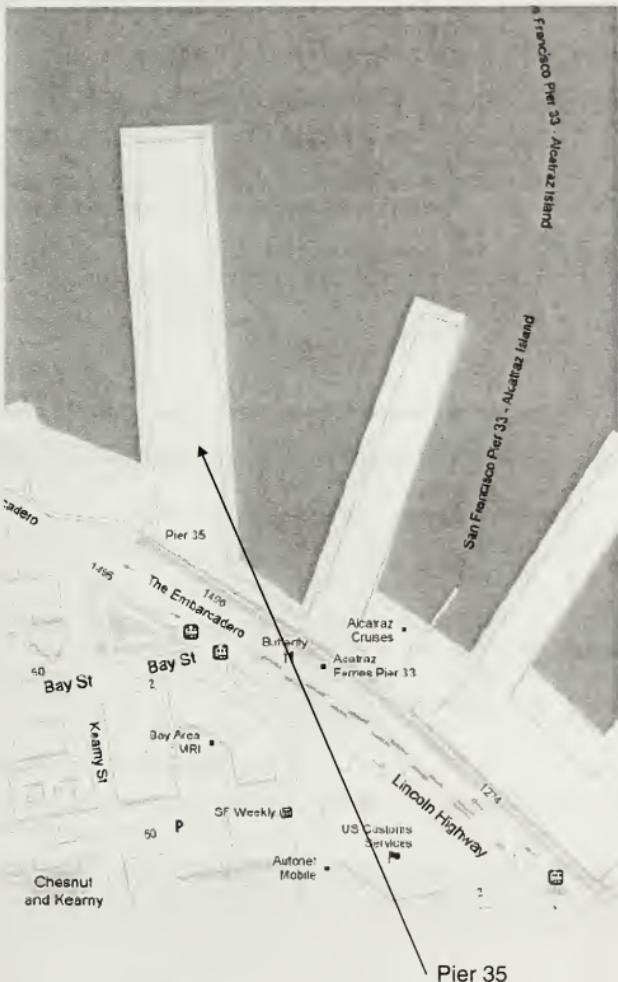
RESOLVED, that the Port Commission authorizes Port staff to increase the contract amount, as necessary for unanticipated contingencies, by an additional \$204,101 (10% of \$2,041,010) through contract modification or change order; and be it further

RESOLVED, that the Port Commission hereby authorizes the Executive Director to accept the work once it is complete.

I hereby certify that the foregoing resolution was adopted by the San Francisco Port Commission at its meeting of August 12, 2014.

Secretary

ATTACHMENT "A"
AREA OF WORK LOCATION MAP



CONTRACT 2765
Pier 35 Building & Roof Repair Project



CONTRACT 2765
Pier 35 Building & Roof Repair Project
Attachment "B"



OFFICE OF THE CITY ADMINISTRATOR

CONTRACT MONITORING DIVISION

Edwin M. Lee, Mayor
Naomi M. Kelly, City Administrator

Maria Cordero, Director

MEMORANDUM

Date: July 8, 2014
To: Wendy Proctor, Project Manager Port of San Francisco
From: Boris Delepine, Contract Compliance Officer, CMD
Subject: 2765 Pier 35 Building & Roof Repair Project

The Contract Monitoring Division ("CMD") has reviewed the bids submitted for the above-referenced project and determined responsiveness to Chapter 14B pre-award requirements. Below is a summary of the bid review.

LBE Bid Discount

The following bids were received for the above referenced project.

Bidder	Total Bid	Bid Discount	Adjusted Bid
Roebuck Construction	\$2,041,010	10%	\$ 1,836,909
Svala Construction	\$2,047,800	10%	\$ 1,843,020
Pioneer Contractors	\$2,094,000	10%	\$ 1,884,600
Western Roofing Service	\$2,014,648	N/A	\$ 2,014,648
CLW Builders	\$2,242,000	10%	\$ 2,017,800
MH Construction	\$2,291,375	10%	\$ 2,062,238
West Bay Builders	\$2,167,000	N/A	\$ 2,167,000
Fidelity Roof Company	\$2,159,841	N/A	\$ 2,159,841
Anvil Builders	\$2,423,995	10%	\$ 2,181,596
TRICO Construction	\$2,521,230	10%	\$ 2,269,107
Best Contracting Services	\$2,504,000	N/A	\$ 2,504,000

LBE Subcontractor Participation

The low bidder, Roebuck Construction, met the 19% LBE subcontractor participation goal by listing the following LBE firms:

Subcontractor	Scope of Work Listed	Status	Listed Amount	Amount Credited	Participation (based on credited amount)
Eco Bay Services	Hazmat Abatement	LBE-OBE	\$69,730	100%	\$69,730
Pioneer Contractors	Roofing & Sheet Metal	LBE-OBE	\$596,590	100%	\$596,590
JDB Construction	Asphalt	LBE-OBE	\$33,590	100%	\$33,590
			TOTAL	\$699,910	

Based on the foregoing CMD has determined that Roebuck Construction complied with the pre-award CMD 14B requirements. Should you have any questions, or if I can be of further assistance, please do not hesitate to contact me at 415-554-7554 or boris.delepine@sfgov.org.



ATTACHMENT C - BID TABULATION

PROJECT NAME		BID OPENING DATE		07/01/14 IN PIER 1, SAN FRANCISCO	
CONTRACT NUMBER		2765			
ALTERNATE PRIORITIES :		PIER 35 BUILDING & ROOF REPAIR PROJECT			
1 THEN 2					
BID GOAL:	19%	TOTAL NUMBER OF CALENDAR DAYS:	365	ANNOUNCED CONSTRUCTION BUDGET:	2,250,000 (APPARENT LOW BASE BLD + ALT) 2,014,648
NUMBER OF BIDDERS:	11	ESTIMATE:	2,250,000	LOW TOTAL BID PRICE:	

BIDDER ID NO.	BASE BID	ALT #1	ALT #2	APPARENT BID RANK	BIDDER INFORMATION
1	2,070,000	37,000	60,000	5	WEST BAY BUILDERS PAUL THOMPSON, PRESIDENT 250 BEL MARIN KEYS BLVD., BLDG A NOVATO, CA. 94949 PAUL@WESTBAYBUILDERS.COM
2	2,027,000	33,000	34,000	4	PIONEER CONTRACTORS INC. HERBERT LI, PRESIDENT 1485 ARMSTRONG AVE. SAN FRANCISCO, CA. 94124 HERBERT.LI@PIONEERCONTRACTORS.COM
3	1,973,800	42,000	32,000	2	SVALA CONSTRUCTION INC. INESSA SVIDLER, PRESIDENT 139 MENOSA AVE. SAN FRANCISCO, CA 94116 85013086@MAIL.COM
4	2,237,000	38,750	15,625	8	MH CONSTRUCTION MATTHEW HUEY, PRESIDENT 1630 7TH STREET SAN FRANCISCO, CA 94107 MHCHUEY@GMAIL.COM
5	1,998.56	8,864	33,590	3	ROEBUCK CONSTRUCTION INC. RUATRI MURPHY, PRESIDENT 1780 OAKDALE AVE SAN FRANCISCO, CA 94124 RUATRI@ROEBUCKSF.COM

BIDDER ID NO.	BASE BID	ALT #1	ALT #2	APPARENT BID RANK	BIDDER INFORMATION
6	1,867,648	85,000	62,000	1	ROOFING CONSTRUCTORS INC dba WESTERN ROOFING SERVICE MARK BLEDSONE, PRESIDENT 15002 WICKS BOULEVARD SAN LEANDRO, CA 94577 INFO@WESTROOF.COM
7	2,450,597	38,948	31,685	10	GALLERA INC dba TRICO CONSTRUCTION CARMEN BRUSCHERA, PRESIDENT 981 HOWARD STREET SAN FRANCISCO, CA 94103 CARMEN@TRICOCONSTRUCTION.COM
8	2,454,600	35,000	15,000	11	BEST CONTRACTING SERVICES, INC. MOHAMMAD H. BEIGI, COO/GENERAL MANAGER 4301 BETTENCOURT WAY UNION CITY, CA 94587 CROBLES@BESTCONTRACTING.COM
9	2,117,030	20,845	21,966	6	FIDELITY ROOF COMPANY KENNETH WHITE, PRESIDENT 1075 40TH STREET OAKLAND, CA 94608 KENWHITE@FIDELITYROOF.COM
10	2,359,995	39,000	25,000	9	ANVIL BUILDERS, INC HEIN TRAN, CEO & PRESIDENT 1475 DONNER AVE, 2ND FLR SAN FRANCISCO, CA 94124 ESTIMATING@ANVILBUILDERS.COM
11	2,160,000	18,000	64,000	7	CLW BUILDERS INC DAVID LIANG, PRESIDENT 1431 OCEAN AVE SAN FRANCISCO, CA 94112 SWONG@CLWMBUILDERS.COM



MEMORANDUM

August 7, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer
Executive Director

SUBJECT: Request authorization to advertise for Competitive Bids for Construction Contract No. 2769, Port Security Fences Project, Phase IV

DIRECTOR'S RECOMMENDATION: Approve Attached Resolution

Executive Summary

Port staff requests Port Commission authorization to advertise for competitive bids for construction Contract No. 2769, Port Security Fences Project, Phase IV (the "Project"). The Project scope includes replacing substandard fences and constructing new fences at various locations within Port terminals and facilities (Piers 94/96, Piers 48/50 and Seawall Lot 318 Roundhouse).

Strategic Objective

This construction Project will assist the Port in complying with Department of Homeland Security and United States Coast Guard mandates to improve security at regulated Port facilities under the Maritime Transportation Security Act (MTSA) of 2002. MTSA is designed to protect the nation's ports and waterways from a terrorist attack through development of consistent security programs for the nation's ports. Security fencing is one of the cost-effective security components used at Port of San Francisco regulated facilities. In addition, fencing will improve physical security at non-regulated Port properties which are in close proximity to MTSA-regulated Port facilities, thus providing a safer environment for Port staff, tenants and visitors, and reducing the Port's maintenance costs due to fewer break-ins and vandalism.

Background

Port staff has been conducting Port-wide assessment of security fencing needs by using a risk-based formula, which determines each facility's vulnerability to unauthorized entry and the potential severity of any security breaches. Based on these assessments, Port staff

THIS PRINT COVERS CALENDAR ITEM NO. 7B

has already completed three phases of the security fencing projects, phase I in 2006, phase II in 2009, and phase III in 2012.

Based on a recent assessment, Port staff developed a new prioritized list of facilities (Pier 94/96, Pier 48/50, and Seawall Lot 318 Roundhouse) which are in need of new and/or replacement fencing. This Project will address identified needs of these facilities and maximize the availability of funds. Attachment A provides an overview of each site plan.

With Port Commission approval, Staff will prepare a bid solicitation with a contract scope that will include mobilization and demobilization, demolition and disposal of existing fences, and construction of new fences. Under the proposed project schedule, staff plans to complete this construction project by May 2015.

Under the proposed bid solicitation, qualified bidders must possess a Class A or C-13 Contractors License with at least three (3) years of public work construction experience. Bids will be advertised to reach contractors through the following methods:

- Contract Monitoring Division list of contractors
- Port Internet
- Office of Contract Administration Internet Site
- San Francisco Public Library
- Plan Rooms (Builders Exchange, Contractors Information Network, etc.) 18 total
- Chambers of Commerce:
 - Hispanic Chamber of Commerce
 - San Francisco African Chamber of Commerce
 - Chinese Chamber of Commerce
- San Francisco Chronicle (or Examiner)
- Community Newspapers:
 - Bay Area Reporter
 - Central City Extra
 - El Mensajero
 - EL Reportero
 - Marina Times/Northside Publications
 - Potrero View
 - San Francisco Bayview
 - Sing Tao Daily
 - Small Business Exchange
 - The Western Edition
 - World Journal
- SFPUC Contractor Assistance Center

After the solicitation and receipt of bids, Port staff will propose award of the contract to the lowest responsive, responsible bidder.

Local Business Enterprise

The Contract Monitoring Division ("CMD") enforces the City's Administrative Code Chapter 14B, the Local Business Enterprise and Non-Discrimination in Contracting Ordinance. CMD staff reviewed the project scope and funding sources, and determined that the City could not impose LBE preferences. Under Section 14B.8(D), when state or federal funds are used, the rules and requirements associated with those funds prevail over Chapter 14B. Federal funds typically prohibit the imposition of local geographic preferences. The LBE program under 14B does not attach to this contract. (Refer to CMD memorandum in Attachment B.)

San Francisco Local Hiring Policy for Construction

The San Francisco Office of Economic and Workforce Development has reviewed the scope of work and funding sources of the Project, and determined that the Project requirements should utilize the First Source Hiring Program instead of the Local Hiring Program because of use of federal funds.

Regulatory Approvals

Port staff has sent the scope of this project to the San Francisco Bay and Conservation and Development Commission ("BCDC") to provide notification under the Port's Basic Repair and Maintenance Permit (BCDC Permit M77-17) to perform the work as described. The Port expects to receive formal approval by August 11, 2014. BCDC approval is required before the Project award.

The Seawall Lot 318 Roundhouse site is individually listed on the National Register of Historic Places and is a designated landmark site (City Landmark No. 114). Port Planning staff reviewed the fence design for this site for compatibility with the historic resource and potential impacts caused by attachment or adjacent construction for each of the individual fence installations, and has determined the work to be consistent with the Secretary of the Interior's Standards for the Treatment of Historic Properties. Port staff is working with the City Planning Department to secure a Certificate of Appropriateness for the alteration of the landmark site. Because the Project would receive federal funding, the Port and City findings that the proposed project is consistent with the Secretary of the Interior's Standards will be an important part of FEMA's environmental review process in accordance with the National Environmental Policy Act (NEPA) which requires consultation between FEMA and the State Historic Preservation Officer (SHPO) to address potential impacts on historic resources. The Seawall Lot 318 Roundhouse site is designed as an alternate bid item, and will be constructed only if the Certificate of Appropriateness is secured and the subsequent CEQA review is approved.

Funding

The engineer's estimate for the Project is as noted below:

Construction Management Services from Department of Public Works:	\$110,000
Construction:	\$500,000
Add in 10% Contingency:	\$ 50,000
Total estimated cost with contingency	\$660,000

The Project is fully funded as follows:

FUND TITLE	FEMA	COMMENTS
United States Dept. of Homeland Security's 2013 Port Security Grant Program (PSGP)	\$511,875	
Port Capital Fund	\$170,625	The grant specifies a twenty-five percent (25%) non-federal funds match
Total	\$682,500	

Schedule

The anticipated construction start date is December 2014, and the anticipated completion date is May 2015.

The anticipated Project schedule is noted below:

Commission Approval to Advertise	August 12, 2014
Advertise for Bid	August, 2014
Bids Due	September, 2014
Award of Contract	November, 2014
Notice to Proceed	December, 2014
Substantial Completion	April, 2015
Final Completion	May, 2015

Summary

Port staff is prepared to seek competitive bids for the subject construction Project. Port staff requests Port Commission authorization to advertise for competitive bids for construction Contract No. 2769, Port Security Fences Project, Phase IV.

Prepared by: Ken Chu, Project Engineer

For: Eunejune Kim, Chief Harbor Engineer
Sidonie Sansom, Director of Homeland Security

Attachments

A: Site Plans

B: CMD Review Memorandum

**POR T COMMISSION
CITY AND COUNTY OF SAN FRANCISCO
RESOLUTION NO. 14-49**

- WHEREAS, Port staff is prepared to advertise and seek competitive bids for construction Contract No. 2769, Port Security Fences Project, Phase IV (the "Project"); and
- WHEREAS, the Project will assist the Port in complying with Department of Homeland Security and United States Coast Guard mandates to improve security at regulated Port facilities under the Maritime Transportation Security Act (MTSA) of 2002; and
- WHEREAS, MTSA is designed to protect the nation's ports and waterways from a terrorist attack through development of consistent security programs for the nation's ports; and
- WHEREAS, security fencing is one of cost-effective security components used at Port of San Francisco regulated facilities; and
- WHEREAS, in addition, security fencing improves physical security at non-regulated Port properties which are in close proximity to MTSA-regulated Port facilities, and thus provides a safer environment for Port staff, tenants and visitors, and reduces the Port's maintenance costs due to fewer break-ins and vandalism; and
- WHEREAS, the Project scope includes mobilization and demobilization, demolition and disposal of existing fences, and construction of new security fences and gates at the following Port facilities: 94/96, Pier 48/50, and Seawall Lot 318 Roundhouse; and
- WHEREAS, the engineer's estimate of the Project cost is \$660,000; and
- WHEREAS, the Project cost will be funded by the United States Department of Homeland Security's Port Security Grant Program (75%), and by Port capital funds (25%); and
- WHEREAS, Port staff has sent notification to the San Francisco Bay and Conservation and Development Commission ("BCDC") under the Port's Basic Repair and Maintenance Permit (BCDC Permit M77-17) to seek approval and perform the work as described by the project engineer; and a formal approval of this Project by BCDC is anticipated in the near term and required before the contract award; and
- WHEREAS, for Seawall Lot 318 Roundhouse site, Port Planning staff reviewed the fence design for compatibility with the historic resource and to minimize potential impacts caused by attachment or adjacent construction for each of the

individual fence installations and has determined the work to be consistent with the Secretary of the Interior's Standards for the Treatment of Historic Properties; and

WHEREAS, the Seawall Lot 318 Roundhouse site is designed as an alternate bid item, and will be constructed only if the Certificate of Appropriateness is secured and the subsequent CEQA review is approved; and

WHEREAS, the Contract Monitoring Division ("CMD") reviewed the project scope and funding sources, and determined that the City could not impose LBE preferences, when state or federal funds are used, under Administrative Code Section 14B.8(D), and therefore, waived the LBE subcontracting goal for this proposed contract; and

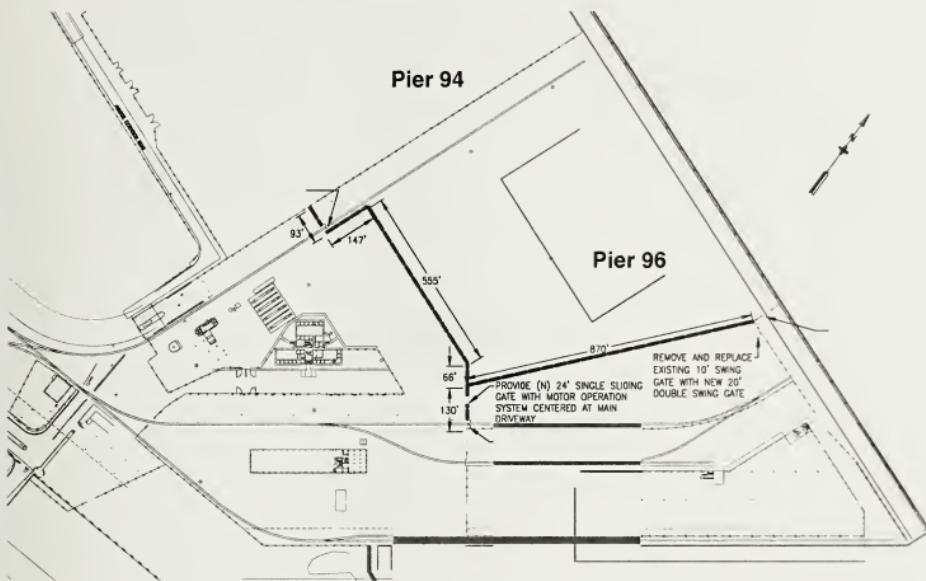
WHEREAS, the San Francisco Office of Economic and Workforce Development has reviewed the scope of work and funding sources of the Project, and determined that the Project requirements should utilize the First Source Hiring Program instead of the Local Hiring Program; now, therefore be it

RESOLVED, that the San Francisco Port Commission hereby authorizes Port staff to advertise for and accept competitive bids for construction Contract No. 2769, Port Security Fences Project, Phase IV.

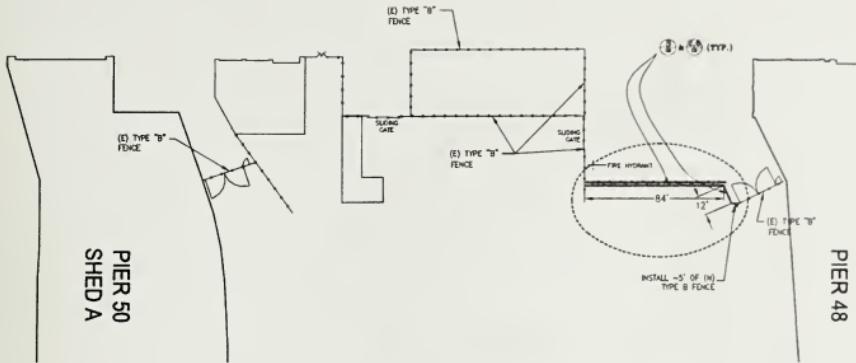
I hereby certify that the foregoing resolution was adopted by the San Francisco Port Commission at its meeting of August 12, 2014.

Secretary

ATTACHMENT A - SITE PLANS



Pier 94/96



Pier 48/50



Seawall Lot 318 Roundhouse

ATTACHMENT B - CMD REVIEW MEMORANDUM

Chu, Kenneth (PRT)

From: Delepine, Boris (ADM)
Sent: Friday, April 25, 2014 11:21 AM
To: Chu, Kenneth (PRT)
Cc: Leung, Tim (PRT); Prasad, Uday (PRT); Tashian, Ken (PRT); Sansom, Sidonie (PRT)
Subject: RE: Request HRC Review and Setting up Goals, Contract No. 2769, Port Security Fences Project, Phase IV

Hi Kenneth,

Under 14B.8(D) when state or federal funds are used, the rules and requirements associated with those funds prevail over 14B. Federal funds typically prohibit the imposition of local preferences. So the City could not impose LBE preferences. The LBE program under 14B does not attach to this contract.

Thank you,
Boris

From: Chu, Kenneth (PRT)
Sent: Wednesday, April 23, 2014 5:06 PM
To: Delepine, Boris (ADM)
Cc: Leung, Tim (PRT); Prasad, Uday (PRT); Tashian, Ken (PRT); Sansom, Sidonie (PRT)
Subject: Request HRC Review and Setting up Goals, Contract No. 2769, Port Security Fences Project, Phase IV

Hi Boris,

The Port is preparing a construction contract "Contract No. 2769, Port Security Fences Project, Phase IV"

The contract scope will include construction of new fences in Port facilities, including Pier 94/96, Pier 50/48, and other places. The estimated construction cost is \$620,000.

75% of the project costs will be funded by the 2013 United States Department of Homeland Security's Port Security Grant Program. This funding is administered through the Federal Emergency Management Agency. The remaining 25% of the project costs will be funded by Port capital budget.

The Port seek HRC help for the following:

1. Since this project involves federal funding, there is no applicable LBE subcontracting goal for this contract. Please confirm.
2. Work for a LBE goal, if HRC determines different than above.

Following is the anticipated project schedule:

Commission Approval to Advertise July 8, 2014
Advertise for Bid August, 2014
Bids Due October, 2014
Award of Contract November, 2014
Notice to Proceed December, 2014
Final Completion April, 2015

Please let me know if you have question or need more information.

Thanks!



MEMORANDUM

August 7, 2014

To: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *M&L fm*
Executive Director

SUBJECT: Request authorization to issue a Request for Qualifications to establish a pre-qualified pool to implement an Emergency Preparedness Training Program at the Port

DIRECTOR'S RECOMMENDATION: Approve the Attached Resolution

EXECUTIVE SUMMARY

Port staff requests the Port Commission's approval to issue a Request for Qualifications (RFQ) to establish a pre-qualified pool from which to issue multiple training services contracts to implement an Emergency Preparedness Training Program for the Port and City staff. The program will be aligned with the National Incident Management System (NIMS) and utilize the Incident Command System (ICS) for incident management.

NIMS provides a common method to manage incidents at the local, state and federal levels. A component of NIMS, ICS provides a common language and established organizational structure through which responders and incident managers efficiently manage an emergency incident. The federal government mandates use of NIMS during hazardous materials spill responses and the State of California mandates use of ICS during all emergency responses.

Properly trained staff is a critical component of a successful response to an emergency incident. The Port currently staffs an Incident Management Assistance Team (IMAT) of volunteer employees who serve at the Port's Department Operations Center (DOC) in the event of an emergency, or at the City's main Emergency Operation Center (EOC) on Turk Street. This training is intended for Port Incident Management Assistance Team (IMAT) members, senior staff, Port staff leading on-scene response operations, as well as select staff from other City agencies with which Port staff coordinates during an emergency response.

THIS PRINT COVERS CALENDAR ITEM NO. 7C

Each set of position-specific all-hazards training classes will focus on a specific ICS function, and staff attending all classes will receive a course completion certificate. The training will culminate in a Port-specific all-hazards disaster response exercise that will reinforce the concepts taught during the ICS training series.

The funding available to develop and implement the training series and exercise is \$249,000. The Federal Emergency Management Agency (FEMA) awarded the Port \$186,750 from the 2013 Port Security Grant Program (PSGP). The Port is providing the required 25% non-federal matching funds of \$62,250 from the Fiscal Year (FY) 2014-15 Operating Budget. The Accept and Expend Resolution for this grant was approved by the Port Commission on February 11, 2014 in Resolution 14-05, and by the Board of Supervisors on April 22, 2014 in Resolution 126-14.

All elements of the training and exercise program must be completed and invoiced by May 31, 2015, which is the end of the 2013 PSGP grant performance period.

STRATEGIC OBJECTIVE

The key outcome of the services received through the contract(s) will be to train and exercise 30-50 Port staff, Port management and staff from other City agencies on ICS so that they will use the knowledge gained and relationships developed to more efficiently and effectively conduct emergency operations at the Port of San Francisco.

BACKGROUND

Through the use of NIMS, the Port is part of a comprehensive national approach that improves the effectiveness of emergency management in responding to natural and human-caused disasters, as well as acts of terrorism. NIMS was developed to provide a common method for managing a variety of emergency incidents and operations, as well as to provide an integrated approach to resource management. Additionally, Homeland Security Presidential Directive-5 requires adoption of NIMS as a condition for the receipt of funds from federal preparedness programs, such as the Port Security Grant Program.

ICS is a major component of NIMS. Developed in the 1970's following a series of catastrophic fires in California's urban interface, ICS is a management system designed to enable effective and efficient domestic incident management through integrating facilities, equipment, personnel, procedures and communications into a common organizational structure. The City and County of San Francisco implements ICS at the Police and Fire level on a daily basis as well as at the Department of Emergency Management (DEM) to respond to major incidents or to prepare and plan for large public events. Use of ICS is required by federal law for response to hazardous materials incidents, such as oil spills. It is also the mandated incident management framework in the State of California.

The Port is devoting substantial time and training resources to sustain the capability to successfully respond to a variety of emergencies on Port property and within the City and County of San Francisco. An IMAT, consisting of volunteer employees, is trained to serve at the Port Department Operations Center (DOC), or at the City's Emergency

Operation Center (EOC) in the event of an emergency. These employees, as well as Deputy Directors, mid- to senior-level Port staff and Port employees who may lead on-scene response operations are the intended audience for this training. Employees of other City agencies with which Port staff may coordinate during an emergency response will be invited to attend the training, as space is available. Their inclusion will benefit both the Port and the participating agencies.

PROJECT PURPOSE AND SCOPE

The purpose of the RFQ is to contract with training providers to fulfill the following objectives:

- Develop and implement NIMS compliant all-hazards training sessions resulting in ICS-300 level certification for 30-50 people. The Program will be customized for the Port and provide position-specific training with scenarios tailored to each branch of ICS (Finance, Operations, Planning, Logistics, and Command Staff).
- Deliver multiple trainings for each position-specific function over a period of weeks, and completed prior to May 2015.
- Develop and deliver an "All-Hazards" Exercise Program at the Port no later than May of 2015. The Exercise Program will be facilitated by experienced exercise coaches and evaluators experienced in all-hazards emergency response.
- Analyze findings; identify gaps and lessons-learned from the Exercise Program and incorporate them into the Port's Master Improvement Plan (MIP).

Table 1: Training Schedule

Program Activity	Anticipated Date
Training and Exercise Program development	December 2014
Finance section training	January 2015
Plans section and forms training	February 2015
Operations and Logistics section training	March 2015
Command Staff section and "Planning P" training	April 2015
All-Hazards Exercise	May 2015
Grant closeout with final report	May 31, 2015

Each series of training classes will focus on a specific branch of the ICS structure such as Finance, Operations, Planning, Logistics and Command Staff. During the training portion of this project, each set of Port of San Francisco position-specific all-hazards training classes will focus on one of these five areas, as shown in the training schedule above. A training series will consist of several discrete three to four hour training classes over a month-long period and will drill on the specific job functions of that particular branch. To ensure a quality program, the training classes will comply with the NIMS National Standard Curriculum Training Development Guidance. At the conclusion of training, those students who complete training in all five sections and pass a competency test will receive ICS-300 course completion certificates.

The "All-Hazards" exercise must follow Homeland Security Exercise Evaluation Program ("HSEEP") guidelines.

The training portion of the project will culminate in a Port specific, all-hazards disaster response exercise to validate Port plans, test operational capabilities and reinforce crucial elements developed in the ICS training series. The exercise will test Port staff on a realistic Port-specific scenario and will be led by experienced coaches and evaluators. To add realism and maximize the learning experience, the exercise will include representatives from the federal, state and local agencies with whom the Port can expect to respond an emergency.

The exercise will follow the Homeland Security Exercise Evaluation Program (HSEEP) guidelines. In addition to providing a framework to develop and conduct an exercise, HSEEP also provides guidance on exercise evaluation - including identifying gaps and lessons-learned which are then incorporated into an Improvement Plan to be used in planning future trainings and exercises.

CLIMATE ACTION

The San Francisco waterfront surrounds a high profile, densely populated American urban center – a financial and technology hub and preeminent tourist destination. Over 6,825,000 marine passengers come and go from San Francisco each year; over 11 million visitors come to the Fisherman's Wharf area and 14 million visitors to the Ferry Building. The Port is a critical seaport consisting of maritime passenger and cargo terminals, power plants, petroleum vessel anchorages, MARAD vessel lay-berths and the largest ship repair facility on the west coast of the Americas. Two major bridges, the local subway system and the regional ferry network all make landfall on Port and City property.

In order to protect Port visitors and critical infrastructure on or near the Port which acts as a local, state and national economic driver, it's critical for the Port to be well prepared to respond to emergencies from stronger storm surges caused by climate change and a rising Bay.

SELECTION PROCESS & AWARD

Port staff proposes a RFQ to establish a pre-qualified pool from which to contract from for All-Hazards training and a disaster recovery exercise services. Establishment of this pool will follow a fair and competitive process, facilitated and monitored by the City's Contract Monitoring Division (CMD). Port staff and a CMD representative will convene an evaluation panel consisting of at least two Port staff members and two non-Port representatives. The panel will have expertise in the required fields, knowledge of the project area and objectives, and will meet diversity goals which CMD determines. The evaluation process will include the following elements:

Written Response Evaluation for Pre-Qualification: After Port and CMD staff review qualifications for responsiveness, the selection panel will score each written response based upon criteria included in the RFQ. The criteria will include an understanding of project objectives, experience of the firm and project staff, and management approach.

Scores will be tabulated and ranked to determine pre-qualified firms (firms must score a panel average of 70 points or above to be pre-qualified). Pre-qualified Respondents will be asked to respond to requests for quotes, requests for proposals or other competitive processes for specific scopes of work to ensure the Port receives the best value for contract services. The Port will conduct an information solicitation from the pre-qualified pool prior to entering into contracts.

Contract Negotiation and Award: For those contracts that exceed \$99,000, the limit of the Executive Director's delegated authority, Port staff will seek Port Commission authorization to negotiate and enter into agreements with pre-qualified firms based on a Port-determined scope of work and a budget acceptable to the Port. Agreements will be based on the City's standard agreement for professional services, a copy of which will be included in the RFQ.

LOCAL BUSINESS ENTERPRISE

It is a goal of the Port to maximize participation of Local Business Enterprises ("LBE") in our contracting opportunities. However, due to federal funding requirements for the services to be procured under this RFQ, local hiring preferences cannot be applied. As a result, there is no LBE subcontracting goal for this RFQ or the contract awards resulting from this RFQ.

OUTREACH EFFORTS

At a minimum, the RFQ will be advertised using the following resources:

- Contract Monitoring Division's Directory of Certified Local Business Enterprises
- Port of San Francisco website
- City and County of San Francisco Office of Contract Administration (OCA) website
- Newspapers (SF Examiner, Chronicle and Small Business Exchange)
- Professional Engineering Organizations (American Society of Civil Engineers, Structural Engineers Association of California, Earthquake Engineering Research Institute, American Council of Engineering Companies)
- Various Minority/Women Business and Professional Associations
- Notification to vendor contacts compiled through industry market research
- San Francisco African American Chamber of Commerce
- Hispanic Chamber of Commerce of San Francisco
- Chinese Chamber of Commerce, San Francisco
- LGBT Chamber of Commerce, San Francisco (Golden Gate Business Association)

FUNDING

The funding available to develop and implement the training series and exercise is \$249,000. The Federal Emergency Management Agency (FEMA) awarded the Port \$186,750 from the 2013 Port Security Grant Program (PSGP). The Port is providing the required 25% non-federal matching funds of \$62,250 from the FY 2014-15 Operating Budget. The Accept and Expend Resolution for this grant was approved by the Port

Commission on February 11, 2014 in Resolution 14-05, and by the Board of Supervisors on April 22, 2014 in Resolution 126-14.

SCHEDULE

The tentative RFP and award schedules are:

<u>Activity</u>	<u>Target Date</u>
Civil Service Commission	August 4, 2014
Port Commission Authorization to Advertise	August 12, 2014
Commence RFP Advertisement & Outreach	August 18, 2014
Pre-proposal Meeting	August 25, 2014
Proposal Due Date	September 18, 2014
Interviews	4 th Week of September, 2014
Port Commission Authorization to Award Contract	October 14, 2014
Notice To Proceed	November 2014
Preliminary Study Results	May 22, 2015
Final Results, Contract Completion	May 31, 2015

SUMMARY

Port staff is prepared to seek Requests for Qualifications from multiple training consultants to develop an ICS Position Specific Training and All-Hazards Exercise Program as described in this report. Therefore, staff requests that the Port Commission adopt the attached resolution authorizing staff to advertise a RFQ to establish a pre-qualified pool from which to contract services to develop an ICS Position Specific Training and All-Hazards Exercise Program.

Prepared by: Sidonie Sansom, Director of Homeland Security, Executive Division

Tim Felton, Industrial Hygienist
Maintenance Division

and

Meghan Wallace, Budget Manager
Finance and Administration Division

For: Elaine Forbes, Deputy Director
Finance and Administration Division

**POR T COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 14-50

- WHEREAS, the Port must be prepared in the time of a local or regional emergency to fulfill its obligation to respond to emergencies following the National Incident Management System (NIMS) and Incident Command System (ICS) guidelines; and
- WHEREAS, the use of NIMS is mandated by the federal government for certain incidents, and use of ICS is mandated by the State of California; and
- WHEREAS, a Port Emergency Preparedness Training Program consisting of position-specific all-hazards training classes, following NIMS National Standard Curriculum Training Development Guidance, and culminating in a Port-specific all-hazards response exercise, following Homeland Security Exercise Evaluation Program guidelines, is the most effective approach to deliver quality training; and
- WHEREAS, it is prudent to train Port staff alongside the staff of other City agencies, in order to be prepared to effectively respond to large scale events and emergencies; and
- WHEREAS, the Port staff is seeking approval from the Civil Service Commission to contract with multiple training providers to supply these services; and
- WHEREAS, the Port has been awarded funding in the amount of \$186,750 through the Department of Homeland Security's 2013 Port Security Grant Program (PSGP) to conduct a Port Emergency Preparedness Training Program,
- WHEREAS, the Port Commission has allocated \$62,250 from the Fiscal Year 2014-15 Operating Budget to fund the program's 25% matching funds, as required by the 2013 PSGP; and
- WHEREAS, Port staff has drafted a Request for Qualifications ("RFQ") to solicit training and exercise services from multiple contractors; and
- WHEREAS, due to federal funding of the services sought under this proposed RFQ, there is no local business enterprise (LBE) subcontracting goal applicable to this RFQ or the contracts to be awarded from this RFQ; now, therefore, be it

RESOLVED, that the San Francisco Port Commission hereby authorizes Port staff to advertise a Request for Qualifications to establish a pre-qualified pool from which to issue multiple training services contracts to implement an Emergency Preparedness Training Program for the Port and City staff.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of August 12, 2014.

Secretary



MEMORANDUM

August 7, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *by AKttr*
Executive Director

SUBJECT: Informational Presentation on the Review of the Waterfront Land Use Plan, 1997-2014

DIRECTOR'S RECOMMENDATION: Informational Presentation; No Action

Executive Summary

In 1997, the Port Commission adopted the Port of San Francisco's Waterfront Land Use Plan ("Waterfront Plan"), as recommended by the Waterfront Plan Advisory Board following six years of investigation, research and collaboration. The overarching goal of the Waterfront Plan is to reunite the City with its waterfront.

In 2013, an estimated 23 million people visited the Port of San Francisco's ("Port") waterfront, far in excess of the vision of the Waterfront Plan. Millions of people came to the waterfront for employment, transportation, education, exploration, entertainment, recreation or simply to engage passively with the Bay. This expansive accessibility and diversity of experiences is what has made the Port's waterfront a unique and world-renowned attribute of a top international city. Yet the Port remains true to its heritage, preserving both its historic architecture and its working waterfront, dedicated to promoting Bay access to all of its maritime users.

Highlights of the 17 years since adoption of the Waterfront Plan include:

- ✓ \$1.6 billion in public and private investment guided by the Waterfront Plan
- ✓ 63+ acres of waterfront open space
- ✓ 19 Port historic resources have been fully or partially rehabilitated
- ✓ 7 derelict piers and wharves have been removed from the Bay (Pier 64 removal underway)

THIS PRINT COVERS CALENDAR ITEM NO. 8A

- ✓ 1,000,000 square feet of new development completed
- ✓ 6.3 million square feet of new residential and commercial development is pending
- ✓ 22 new acres of waterfront open space is planned

The Port's 2014 Waterfront Land Use Plan Review ("Waterfront Plan Review") presents an assessment of land use improvements and changes that have taken place at the Port, guided by the Waterfront Plan since its adoption in 1997. Proposition H, the voter-approved measure that directed the creation of the Waterfront Plan, calls for a review every five years to assess the Plan's effectiveness, and to ensure it continues to provide current and sound policy guidance to improve the Port. The Port's previous review was presented in December 2008.

The Port accomplishments over the past 17 years are a testimony to the vision of the Waterfront Plan Advisory Board. Port staff is indebted to the myriad of generous volunteers including numerous Port Commissioners, the Waterfront Plan Advisory Board members, the Port's advisory groups, City and State agencies, Port tenants and operators, developers, advocates and customers who serve the Port and public today. The quality, diversity and breadth of these accomplishments, the amount of public and private investment in the port area, and the thousands of hours of community volunteerism spent guiding Port development leave no doubt that the Waterfront Plan has been a success.

Waterfront Plan Review Public Process

Many changes have occurred or are underway along the Port's 7½ mile waterfront. Today there is a high level of public interest and attention not only about waterfront development and land use, but also about the organization and responsibilities of the Port. In preparing this review of the Waterfront Plan, Port staff realized that focusing only on the last five years would fall short of providing the public with the broader context and education of the Waterfront Plan's purpose and its implementation to date.

Port staff has prepared a comprehensive report, a first draft of which will be presented at the August 12, 2014 Port Commission meeting. The report will be available for the public to access from the Port's website on Monday, August 11 2014, at www.sfport.com/wlupreview. This report is intended to be a draft for public review and comment. Port staff will present the report to the Port Commission and the public for its initial feedback at the meeting on August 12, 2014. The Port welcomes public comments through September 30, 2014. Based on public comments and feedback received, Port staff will incorporate revisions to finalize the 2014 Waterfront Plan Review report in October 2014 and return to the Port Commission for its final comment and acceptance of the report.

This staff report provides an overview of the scope of the Waterfront Plan Review report, which will be further detailed in the Port staff presentation at the August 12, 2014 Port Commission meeting.

Report Organization

The goal of the Waterfront Plan Review is to sum up what has occurred since 1997 while also providing the sufficient supporting details to give the Port Commission and the public both the factors and necessary context to evaluate the Waterfront Plan's goals and implementation thereof. With so many different types of activities, fiduciary responsibilities and complex regulatory requirements, it has been a challenge to produce this breadth of information in a succinct and informative manner. Port staff's review and analysis tackles a broad array of elements: uses of the port area, historic rehabilitation, open space, waterfront development, financial and capital planning, urban design, building heights, transportation, sea level rise and the public process, and includes preliminary recommendations for Port Commission and public review and consideration.

Given the breadth of information, the Waterfront Plan Review report is organized into five chapters. Chapter 1 presents the summary of events and staff analysis, and high level observations and preliminary recommendations for the Port Commission and public to consider. Chapter 2 provides details about the Waterfront Plan and Port of San Francisco 10-Year Capital Plan. Chapter 3 provides a detailed discussion of projects, land use issues and events that have occurred to date and preliminary recommendations for each of the five geographic subareas identified in the Waterfront Plan. Chapter 4 provides a profile of 123 Port accomplishments over the last 17 years, categorized into nine topical areas. Chapter 5 describes the Port's current major projects now in progress. Finally, Attachment A, at the end of the report, provides a reference of all the preliminary staff recommendations presented in this report to facilitate subsequent Port Commission and community discussions and outreach.

Port staff's preliminary recommendations include actions to continue to attend to the goals of the Waterfront Plan, improve public engagement, and identify new needs and initiatives that might be woven into future updates to the Waterfront Plan. These recommendations are offered in the spirit of keeping the Waterfront Plan as relevant today as it was when it was adopted. The many accomplishments and lessons learned through the experiences over the last 17 years, chronicled in this report, should inform San Francisco's continued stewardship of one of the world's great public waterfronts.

Synopsis

Today, San Francisco is more united with its waterfront than it has ever been, with greater and more diverse uses drawing people to the Bay's edge than the Waterfront Plan Advisory Board, the original authors of the Waterfront Plan, could have hoped for back in 1997. This renewed waterfront is no simple accomplishment, having required a balancing of interests through each step of the way. Consider for a moment one of our

waterfront's most distinguishing characteristics and one of its greatest challenges: industry, commerce and residential neighbors all existing in a harmony of contrasts. Precious few waterfronts around the world offer such an integration of disparate uses. Today, a South Beach resident might walk from her home to attend a San Francisco Giants game and, between innings, watch from her seat as one of the largest ships in the world is lifted out of the water for repair at the Port's Pier 70 shipyard.

This waterfront unity has come by way of a clear-eyed focus on the Waterfront Plan's goals: *A Working Waterfront; A Revitalized Port; Diversity of Activities and People; Access Along the Waterfront; An Evolving Waterfront, Mindful of its Past and Future; Urban Design Worthy of the Waterfront Setting; and Economic Access that Reflects San Francisco's Diversity.*

Port staff has attempted to provide a cogent discussion of how the Waterfront Plan has set a foundation for the strategic improvement of Port lands, and the diversity of projects, initiatives and needs addressed over the last 17 years. The Waterfront Plan has guided over \$1.6 billion in public and private investment since 1997. More than 63 acres of waterfront open space, including 20 new parks and open space amenities, have been constructed since 2000, consistent with the goals of the Waterfront Design and Access Element. The Blue-Greenway Plan is creating the connective tissue to extend new waterfront open space and water recreation access into the southeast industrial waterfront. Nineteen Port historic resources have been fully or partially rehabilitated consistent with federal or local historic standards and expectations. Seven derelict piers and wharves have been removed from the Bay (Pier 64 removal is in progress). Just over 1,000,000 square feet of new development has been completed in addition to AT&T Ballpark and the 134 condominium units at the Watermark. Up to 6,300,000 square feet of new residential and commercial development and 22 new acres of waterfront open space is planned in a series of efforts south of China Basin that will be as transformative of the Port's central and southern waterfront as the changes in the northern waterfront and Ferry Building area.

With all of this change, the Port remains a working waterfront, dedicated to promoting Bay access to all of its maritime users. Ship repair at Pier 70 is thriving in a way not seen during the past several decades. The Port has realized its vision of creating the new James R. Herman Cruise Terminal and is witnessing a record number of cruise calls. Business interest in the Port's southern waterfront terminals for cargoes such as cars and iron ore is strong. Use of the Port's Foreign Trade Zone No. 3 has experienced a surge in volume not seen since WWII. The diversity of recreational activities on the Bay has greatly expanded, and the Port has built or is planning new facilities to support this access port-wide.

The Port has enjoyed strong public participation in all phases of waterfront planning and implementation. Port staff also appreciates the thoughtful engagement and care given to Port waterfront improvement projects by the Port's regulatory partners, including the State Lands Commission ("State Lands") and the San Francisco Bay Conservation & Development Commission ("BCDC"). Over the past 17 years everyone, including the Port, has learned so much from the experience of implementing projects to date,

including the need for public as well as private capital to support waterfront upkeep and improvement. Port staff is constantly surprised by the creative and dynamic energy of the Port's development partners and tenants to respond to the promise and challenge of waterfront development.

On the largest scale, Port staff has looked to the shaping of entirely new neighborhoods. For the past seven years, Port staff has enjoyed discrete and detailed planning efforts with sister City agencies including the Planning Department, the Office of Economic and Workforce Development, the City Attorney and the San Francisco Municipal Transportation Agency to create new neighborhoods at Seawall 337 in Mission Bay and at Pier 70. Port staff is confident that planning for these areas will bring some pleasant surprises for the broader San Francisco public and the region. Pier 70 already is being revealed to San Francisco residents and will begin to emerge as a new neighborhood in 2016.

In the view of Port staff, the accomplishments highlighted in this review confirm that the flexibility and site-specific planning and implementation process provided in the Waterfront Plan continues to be relevant. However, no plan guarantees successful outcomes on every try. This report includes a candid analysis of projects that failed and new challenges ahead, with an understanding that lessons learned from these experiences and an open public dialog are just as relevant to inform and achieve more waterfront improvements in the future. The bones of the Waterfront Plan are strong, but the details of the Waterfront Plan need to be refreshed through subarea planning efforts in a few key areas. This waterfront neighborhood planning effort needs to balance statewide and local interests, and will benefit from the participation of State Lands and BCDC.

The Port accomplishments over the past 17 years, delivered by development and through the Port's own efforts, are a testimony to the vision of the Waterfront Plan Advisory Board. Staff is indebted to the Waterfront Plan Advisory Board and to their heirs, the Port's advisory groups that serve the Port and public today. The quality, diversity and breadth of these accomplishments, the amount of public and private investment in the port area, and the thousands of hours of community volunteer hours spent guiding Port development leave no doubt that the Waterfront Plan has been a success. The crowds that are drawn to The Embarcadero each weekend and during Fleet Week or on Sunday Streets are an affirmative vote validating this success.

As an enterprise agency, the Port of San Francisco must not only establish land use policies and coordinate with many public and private partners, it also must work through the implementation and financing requirements to bring projects to reality. The Port enjoys a diverse staff and Commission, with a hands-on approach to improving the waterfront. The men and women who work at the Port bring the requisite skills to carry out much of the work directly, with expertise in engineering, real estate leasing and management, diverse maritime operations, finance and accounting, construction trades and crafts, environmental protection, planning, development, urban design and historic preservation, park and pier maintenance, and homeland security. Thus, the accomplishments discussed and profiled in the 2014 Waterfront Land Use Plan Review

reflect the many diverse facets of, and contributions by, every division of the Port of San Francisco. Port staff is grateful to work in such a beautiful setting, and to have the opportunity to improve it for the benefit and enjoyment of the public.

The Waterfront Plan Review report will be posted on the Port's website at sfport.com/wlupreview. It is a draft presented for Port Commission and public review and comment through September 30, 2014, and public comments may be registered online. After review and consideration of public comments, Port staff will finalize the 2014 Waterfront Plan Review report in October 2014 and return to the Port Commission for acceptance thereof.

Prepared by: Brad Benson, Special Projects Director
and
Diane Oshima, Assistant Deputy Director
Waterfront Planning

For: Byron Rhett, Deputy Director
Planning and Development

Additionally, the following Port staff members assisted with the research and contributions to incorporate the extensive information in the 2014 Waterfront Plan Review Draft Report:

Engineering: Eunejune Kim, Uday Prasad, Winnie Lee, Wendy Proctor, Steven Reel, Joe Roger

Finance and Administration: Elaine Forbes, Lawrence Brown

Homeland Security: Sidonie Sansom

Maintenance: Tom Carter

Maritime: Peter Dailey, John Davey, Gerry Roybal, Jim Maloney, Marilyn Yeh

Port General Counsel: Eileen Malley

Planning & Development: Byron Rhett, Carol Bach, David Beaupre, Kanya Dorland, John Doll, Lauren Eisele, Dan Hodapp, James Hurley, Phil Lasat, Mark Paez, April Shaw, Jonathan Stern, Ricky Tijani, Phil Williamson

Real Estate: Susan Reynolds, Jeff Bauer, Rich Berman, Nate Cruz, Jay Edwards, Mark Lozovoy, Rip Malloy

Special Projects: Daley Dunham

With special thanks to the Port's talented team that designed and produced the 2014 Waterfront Plan Review Report: Damon Burgett, Tani Elliott, Kaleen Juarez, and Alberto Benejam



MEMORANDUM

August 7, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *Byron Rhett*
Executive Director

SUBJECT: Informational presentation by the San Francisco Bay Conservation and Development Commission regarding interagency coordination with the Port of San Francisco for waterfront planning and urban design

DIRECTOR'S RECOMMENDATION: No Action - Informational Presentation

At its August 12, 2014 meeting, the Port Commission will welcome Larry Goldzband, Executive Director of the San Francisco Bay Conservation and Development Commission (BCDC). Mr. Goldzband will share BCDC's perspectives and insights on improvements and opportunities for the San Francisco waterfront.

As reflected in the 2014 Waterfront Land Use Plan Review report, also scheduled for public presentation on August 12th, the partnership between Port and BCDC has been essential to realize the improvements that have taken place at the Port of San Francisco. The missions of BCDC and the Port are similar but not identical, and both have public trust responsibilities that must coordinate with those of the California State Lands Commission. Mr. Goldzband will provide his observations on the San Francisco waterfront in the context of BCDC's oversight over the entire San Francisco Bay and shoreline area, including climate change and sea level rise issues that dictate the need for continued collaboration.

Prepared by: Diane Oshima, Assistant Deputy Director
Planning and Development

For: Byron Rhett, Deputy Director
Planning and Development

THIS PRINT COVERS CALENDAR ITEM NO. 8B



MEMORANDUM

August 7, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer *BFR/wh*
Executive Director

SUBJECT: Informational Presentation on Water Landing Opportunities in San Francisco

DIRECTOR'S RECOMMENDATION: Informational Only – No Action Required

EXECUTIVE SUMMARY

Water taxis are a popular form of transportation at many of the world's major cities, and San Francisco's waterfront offers many unique opportunities for utilizing such a service. This memorandum describes the Port's ongoing efforts to support and foster the growth of water taxi service on San Francisco Bay, including research and analysis performed by Port staff and consultants, and outlines a preliminary vision for its expansion over the next 5-10 years.

BACKGROUND

In 2012 the Port completed a Request for Qualifications (RFQ) process which led to the selection of the two current water taxi operators, Tideline Marine Group and San Francisco Water Taxi. Both companies are now operating, and provide two different services. San Francisco Water Taxi provides regularly scheduled "hop-on / hop-off" service along the San Francisco Waterfront. Tideline provides on-call service, primarily from San Francisco to the North Bay and East Bay.

Port staff has been working with the operators to provide ongoing support as they seek to grow their respective businesses and as the Port seeks to expand this maritime use of Port property. These efforts include addressing operational issues; for example, one

THIS PRINT COVERS CALENDAR ITEM NO. 8C

such issue is the ability to protect and enforce the landing rights of the licensed operators. At times, particularly during events such as Fleet Week which attracts a large number of small craft to the waterfront, recreational boaters have occupied dock space designated as a water taxi landing, and Port staff is working with the operators and facilities managers to resolve such conflicts. Port staff also continues to work with the two operators to improve the public's awareness of their respective services, through signage and other programmatic efforts, including the recently installed banners near the three landing sites.

Currently, there are three water taxi landing sites on Port property, served by both operators. A fourth water taxi berth is planned to open by the end of 2015 at Pier 15.¹ The existing landing sites are all located north of China Basin, and are spread out along the waterfront serving the following subareas and attractions:

Table 1: Existing Water Taxi Landing Sites

Location	Subarea	Major Attractions
Pier 40	South Beach / China Basin	AT&T Park, South Beach Harbor
Pier 1½	Ferry Building Area	Ferry Building, Financial District
Hyde Street Harbor	Fisherman's Wharf	Aquatic Park, Jefferson Street, Pier 39, Aquarium of the Bay
Pier 15*	Northeast Waterfront	<i>The Exploratorium, James R. Herman Cruise Terminal, Levi's Plaza, Alcatraz Landing</i>

*Planned to open in 2015

With the northern waterfront already fairly well covered between AT&T Park and Fisherman's Wharf, the Ferry Building Area serving as the midpoint, and most of the proposed new development slated for the central and southern waterfront, Port staff believes that the best opportunities for expanding the water taxi network in San Francisco lie to the south of China Basin as discussed further below.

RESEARCH EFFORTS TO INFORM VISION FOR WATER TAXI IN SAN FRANCISCO

Over the past year, Port staff has been working with a transportation consultant, CHS Consulting Group², as well as the two licensed operators, the San Francisco Municipal Transportation Agency's Waterfront Transportation Assessment staff and other stakeholders to develop and refine the long-term vision for water taxi service in San Francisco. The CHS work includes the evaluation of water taxi services from a number of cities around the world that offer some form of successful water taxi service and

¹ The Exploratorium's lease requires they design, permit, construct and pay for a water taxi facility at Pier 15 with construction to commence by 12/1/14 and be complete by 12/1/15. Port staff is currently working with the Exploratorium towards fulfilling that lease obligation.

² CHS Consulting Group is a Certified San Francisco Local Business Enterprise (LBE) and is one of the Port's as-needed planning and real estate economics consulting firms.

which therefore may serve as models for San Francisco. In addition to these case studies, CHS also conducted a survey of potential users of the service and stakeholder interviews. A summary of this research is presented below.

Case Studies

Port staff, working with CHS consulting, selected water taxi operators from six major cities throughout the world to gain a more comprehensive perspective of the types of services they provide and the markets they serve. Each of the case studies features water taxi service in an urban area along a body of water similar to the San Francisco Bay - generally a geographic area comprising a maritime network within or linked to oceanic/open water area. Water taxi systems along inland waterways (i.e. rivers) such as Singapore, New York and Chicago were not included in the case studies.

Similar to the two current San Francisco operators, most of the water taxi systems included in this study provide either "on-call/on-demand" service (i.e. no fixed route or schedule) or "hop/on hop/off" service with scheduled service and a fixed route.

The complete results of each of these case studies including service area maps for each city examined in this study are presented in Attachment 1. A brief look at some key features regarding a few of the systems examined is provided below.

Boston, Massachusetts

Water taxis in Boston operate an on-call, on-demand service and provide direct transport to multiple locations in Boston Harbor, many of which are major attraction sites as well as transportation hubs (e.g., Logan International Airport and Black Falcon Cruise Terminal). Pricing is relatively competitive with other surface transportation services, such as auto taxis and/or shuttle buses. Other incentives for passengers include day or weekly passes to request pick-up and drop-off at various locations. Travel times are generally short, with trips to and from landings requiring around 10 minutes, which may be substantially faster than other modes, especially during peak commute periods. Boston's water taxi operators have formed an association with local hotels, and hotel staff is able to make water taxi reservations for hotel guests.

Hong Kong, China

The Star Ferry in Hong Kong operates as a ferry service between three landings along Victoria Harbor. While it does not meet the strict definition of a water taxi, the service is similar to water taxi service in that it provides circuitous, hop-on/hop-off service, which enables passengers to disembark the ferry at any of the three landings and to board another ferry at any time, according to the ferry's timetable.

Seattle, Washington

The King County Water Taxi provides ferry service between three locations in and around the City of Seattle. While this system is not a conventional water taxi, the service is scheduled and allows patrons to hop-on/hop-off at any of the three landings and also provides a four-day pass for a flat rate that allows for unlimited rides.

Sydney, Australia

There are over 20 water taxi operators that serve Sydney Harbor on any given day and each operator provides on-call, on-demand service to over 100 locations. Reservations can be made by calling an operator, via online, or, at times, by soliciting services at any landing along the waterfront. In general, water taxi service is provided 24 hours a day, seven days a week. Water taxi vessels are typically designed for small groups (10 to 20 passengers); however, some operators have larger vessels to accommodate groups of up to 50 passengers, typically for longer excursions or tours. Passenger fares are relatively high. The water taxi operators are required to pay a license fee to the New South Wales Government for access to landings along Sydney Harbor.

While each of the examples above as well as others that Port staff has looked at have unique characteristics which don't necessarily translate to San Francisco in a direct way, they provide some valuable insight into the traits that make a successful water taxi system. Most notably, these case studies point to the need for a fairly broad network of destinations, spread over a fairly wide geographic area and serving different market segments including both residents and visitors. Strategic partnerships with visitor-serving organizations (e.g. hotels, tourism bureau) as well as local businesses and government agencies also are common success factors. Finally, it is evident from these case studies that while pricing varies, it is an important that the fares be fairly competitive with other available modes of transit.

The CHS scope of work also included conducting intercept surveys of San Francisco waterfront visitors as well as stakeholder interviews. The goal of these surveys and interviews was to provide an order of magnitude assessment of market segmentation and demand.

Market Survey Results

Intercept surveys at major attraction sites along the waterfront were conducted in order to assess the level of interest for water taxi services and to understand the visitor's waterfront experience. A detailed compendium of survey results is presented in Attachment 2.

The overall survey findings indicate that the majority of those surveyed were not from San Francisco and were visitors to the city's waterfront. Of those surveyed, the results showed that many visitors opt to take public transit in order to reach their destinations, as opposed to driving and parking their personal vehicles. When asked about taking a water taxi service to various destinations along the waterfront and throughout the bay, the majority of those surveyed stated they were "very interested" or "somewhat interested" in such a service and of all those surveyed, many would like to take a water taxi service to major waterfront sites, including AT&T Park, Pier 39, the Ferry Building, and Fort Mason, among others. The survey results indicated that regardless of each respondent's level of interest, the majority of those surveyed stated that they would pay \$10 or less for water taxi services and very few would be willing to pay more than \$10 for such a service.

Stakeholder Interviews

Finally, CHS also interviewed key stakeholders including existing water transit operators (Tideline Marine, WETA, Red and White Fleet); business organizations such as San Francisco Chamber of Commerce, the Hotel Council, SF Travel, and the Fisherman's Wharf Merchants Association; and representatives from other major existing or planned waterfront attractions including Fort Mason Center, the San Francisco Giants, and the Golden State Warriors.

The purpose of the stakeholder interviews was to determine the level of interest in seeing the development of a robust water taxi system in San Francisco and to better understand if key stakeholders would be interested in supporting such a system.

Most of the individuals interviewed expressed strong interests in and support for water taxi services, but several of these individuals also provided insights on potential constraints or the service. The following is a summary of the opportunities and constraints noted by the stakeholders.

Opportunities

- Several areas, especially those that lack convenient transit services, could benefit from expanded water taxi services. Locations with the highest potential for new water taxi landings include Crissy Field/The Presidio, and Mission Bay; Fort Mason Center is particularly interested in exploring the potential for water taxi services to their facilities.
- If the major proposed development projects are successful, the itinerary could be expanded to include the Warriors Arena, Pier 70, and Hunter's Point/Candlestick Point.
- WETA staff does not view water taxi services as competing with ferry services; the value of water taxi service is that it is a flexible, demand-based system. Ferries provide fixed-route and fixed-schedule services, and service is generally infrequent. Water taxis could provide supplemental services to ferry riders outside scheduled hours and in between scheduled services.
- Water taxis could provide initial services to Treasure Island before ferry services are available. Water taxi service could then continue to provide supplemental services to/from Treasure Island even after ferry service to the island is operational.

Constraints

- Cities with successful water taxi operations all have substantially larger and more active developments along their waterfronts than San Francisco, and competition with public transit services along the waterfront in these cities is not as robust as that which currently exists in San Francisco.
- The biggest constraint for water taxi services is that for shorter distance travel, Muni provides substantially cheaper services and comparable travel time. On the other hand, Muni street cars are often crowded, especially during the peak tourist

months, and service reliability can be inadequate and thus is a deterrent to some would-be Muni riders.

- The market for water taxi service along the San Francisco waterfront is still largely untested. There is skepticism that an operator could be profitable along the San Francisco waterfront in the near term, although the opportunity to grow the market such that it becomes more viable/profitable in the long term seems achievable.

WATER TAXI MARKET OPPORTUNITIES AND CHALLENGES

The popularity of the San Francisco waterfront and the many attractions spread along The Embarcadero present a clear opportunity for water taxi service to flourish. Major local and regional attractions along this section of the waterfront include: Fisherman's Wharf; Pier 39; Aquarium of the Bay; the Exploratorium; The Piers (Piers 1 ½, 3, and 5); the Ferry Building; Rincon Park; Brannan Street Wharf; and AT&T Park. Beyond Port jurisdiction to the northwest is Aquatic Park/Ghirardelli Square, Fort Mason, the Marina, and Crissy Field, all of which are also major waterfront attractions.

Development projects south of China Basin at Seawall Lot 337, Mission Bay (including the Golden State Warriors sports and entertainment center), Pier 70, Hunters Point Shipyard and Candlestick Point, are expected to dramatically increase demand for public transportation facilities and services of all modes in the Central and Southern Waterfront. The Treasure Island project also presents an opportunity not just for the new ferry service that is planned to serve the island's residents and visitors, but also for water taxi service.

Of course, there are also a number of challenges involved in implementing a new form of water transit service in San Francisco, as Port staff and the current operators have found. The level of demand for the service is still largely untested; although the current high season so far is indicating a robust demand, particularly among tourists, demand along the waterfront is indeed seasonal and weather conditions are a factor as well. Such impacts on demand are not fully known yet as both services are still in early stages of operation. There is also competition from several other available transit modes such as Muni, automobile taxi, bicycle pedicabs/rickshaw, etc. Naturally, many people also enjoy walking or riding bicycles along the waterfront, particularly along the scenic Embarcadero promenade between AT&T Park and Fisherman's Wharf.

That said, the growing popularity on the waterfront and its numerous attractions suggest that the demand for this new, alternative mode of transit will only grow as awareness of the service increases. Furthermore, increased water transit trips along the waterfront will reduce pressure on The Embarcadero roadway and promenade, both of which suffer from congestion and crowding currently, particularly during the busy summer months and during major events such as Fleet Week.³

³ In anticipation of this growth in demand, the Port staff is planning to convene a meeting in early September, along with the San Francisco Municipal Transportation Agency's Waterfront Transportation Assessment staff and the current water taxi operators, to better define the goals for and participation of water taxis within the broader waterfront transportation context.

To meet the opportunity Based in part on the findings of the research efforts described above, Port staff envision an expanded water taxi network, served by both the "on call" and "hop on/hop off" water taxi services.

WATER TAXI NETWORK EXPANSION POTENTIAL

There are a number opportunities for new water taxi docking locations along the waterfront, including piers which are outside of the Port jurisdiction. Implementation of these additional landing sites will be critical to the ultimate success of the water taxi market in San Francisco.

These opportunity sites can be divided into near-term (1-3 years), mid-term (3-5 years), and long-term (5-10 years). All of these opportunity sites must be evaluated based on a variety of factors including proximity to waterfront attractions, the number of residents and jobs within a ¼ mile radius, level of physical/structural readiness, and relative distance from other landing sites.

Based on an evaluation of such criteria, Port staff recommends that additional water taxi docking facilities be considered at the following two locations in addition to the existing facilities as the first phase (1-3 years) of expansion:

- Pier 52 (Mission Bay) – The Pier 52 Boat Launch, located along the Blue Greenway in the Central Waterfront, already has the capability to berth small motorized watercraft. With the burgeoning Mission Bay neighborhood and its growing residential and employment base, this has the potential to be the first water taxi stop beyond Pier 40.
- Pier 70 (Crane Cove Park/Dogpatch) – The concept plan for Phase II of the Crane Cove Park in the Pier 70 area also includes a small craft launch. Final design of the park is slated to begin this year, with construction expected to be complete in early 2017. This landing site would serve not only the park itself but also the increasingly popular Dogpatch neighborhood and the Pier 70 development including ODI's 20th Street Historic Buildings project and eventually the Forest City Waterfront Site project.

The second phase, mid-term (3-5 years) sites could include the following two additional locations.

- 16th Street (New Warriors Arena Complex) – The Golden State Warriors' Mission Bay arena project, which will be built on a privately-owned 12-acre site at Third and 16th streets, is expected to be ready for the start of the 2018 NBA season. The project also includes significant office and retail components. City agencies along with WETA are very early in discussions about the potential for a new ferry landing at the foot of 16th street and Terry Francois Boulevard, adjacent to Bayfront Park which will be built as part of the arena project. Preliminary indications from those discussions are that a water taxi berth could also be included in the new docking facility at this location.

- Fort Mason – Shifting north, while Fort Mason is beyond Port jurisdiction, this appears to be a viable water taxi site given the number of events and visitors it hosts. Fort Mason Center attracts 1-1.5 million visitors a year and their management has expressed interest in water taxi services. Gashouse Cove Marina located just west of Fort Mason's main entrance could be a potential landing area for water taxi.

Finally, over a longer-term period (5-10 years), there are a number of other medium- to large-scale development projects along the waterfront, specifically major development projects south of China Basin at Seawall Lot 337, Pier 70, Hunters Point Shipyard, and Candlestick Point, as well as Treasure Island to the east. The precise schedule for construction completion and occupancy for these development projects is uncertain at this point but their eventual build-out will dramatically increase demand for public transportation facilities and services of all modes, and they represent significant opportunities as future water taxi expansion sites. Looking again to the north, a water taxi landing at or near the San Francisco Yacht Club/Marina could be added, providing access to a number of attractions in the Marina District including the Presidio, the Golden Gate Bridge, Crissy Field and the Palace of Fine Arts.

CONCLUSION AND NEXT STEPS

Port staff is committed to fostering the growth of water taxi as a viable transit mode. The increasing popularity of the waterfront, fueled in part by the expanding growth of the Central and Southern waterfront, presents a tremendous opportunity to expand water taxi service in the coming years, particularly southward beyond China Basin along the Blue Greenway.

In terms of near term actions, Port staff will bring this information to upcoming community advisory group meetings (MCAC, NEWAG, CWAG, SWAC) to seek additional stakeholder input on the proposed additional water taxi landings and discuss how best to support and grow water taxi service in San Francisco. Port staff also recommends inviting Tideline Marine and SF Water Taxi to address the Port Commission formally, similar to the short presentations by other maritime businesses within the Port's portfolio that have taken place over the past year or so. The timing for that is to be determined but a good window of opportunity for that to take place may be towards the end of the year, after the conclusion of the peak season which extends at least through Fleet Week in mid-October.

Finally, as noted previously Port staff will continue to coordinate with SFMTA which is leading a comprehensive transportation planning effort known as the Waterfront Transportation Assessment. SFMTA and Port staff acknowledge the potential for water taxi to play an increasing role in moving people along the waterfront and taking pressure off the Embarcadero roadway and Muni lines serving the waterfront, and integrating that option into the overall waterfront transportation framework will be an important factor in realizing that potential.

Prepared by: James Hurley, Feasibility Analyst,
Planning & Development
Gerry Roybal, Maritime Marketing Manager

For: Byron Rhett, Deputy Director,
Planning & Development
Peter Dailey, Deputy Director,
Maritime

Attachments:

Attachment 1- Case Studies
Attachment 2 – Survey Results

ATTACHMENT 1: CASE STUDIES

Water taxi operators from six major cities throughout the world were selected to provide a comprehensive perspective on the types of services they provide and the markets they serve. The maps shown on the following two pages illustrate the geographic location of the city and water taxi service area in each city relative to the size of the San Francisco waterfront.

Each of these case studies features water taxi service in an urban area along a body of water similar to the San Francisco Bay (generally a geographic area comprising a maritime network within or linked to an oceanic/open water area). Water taxi systems along inland waterways (i.e. rivers) such as Singapore, New York and Chicago were not included in the case studies.

The majority of the operators examined in this study provide on-call/on-demand service (e.g., no fixed-route or fixed schedule), linear or flexible (deviated) service with multiple stops (e.g., along a coastal waterfront or harbor), or simply provide passenger pick-up and drop-off ("hop-on/hop-off") with fixed landings, scheduled service and a fixed-route. The majority of water taxi operators included in the case studies are privately owned and operated.



SAN FRANCISCO



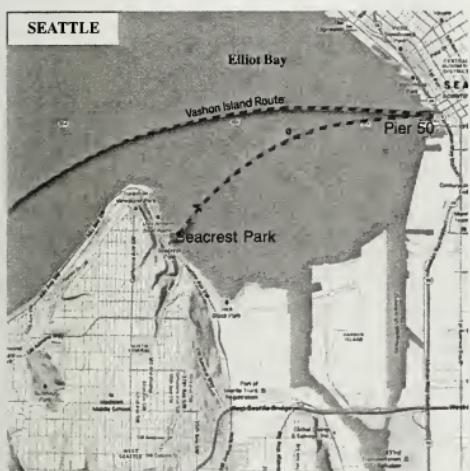
Population: 825,900
Employment: 484,100

BOSTON



Population: 636,500
Employment: 356,700
Stops: 20

SEATTLE



Population: 634,500
Employment: 377,000
Stops: 3

VICTORIA



Population: 80,000
Employment: 45,300
Stops: 16

Water Taxi Stops

Routes

Scale: 0 100m 200m



SAN FRANCISCO



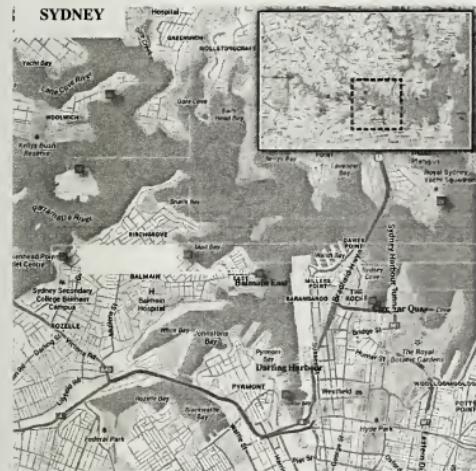
Population: 825,900
Employment: 484,100

ISTANBUL



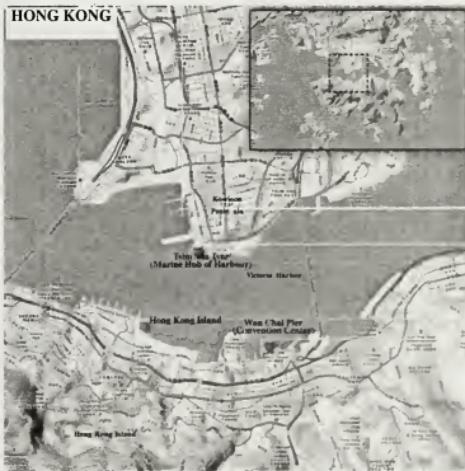
Population: 13,483,000
Employment: 4,047,200
Stops: 27

SYDNEY



Population: 4,627,300
Employment: 2,314,100
Stops: Over 100

HONG KONG



Population: 7,071,600
Employment: 3,512,100
Stops: 3

Water Taxi Stops

Scale: 1:100,000



CHS Consulting
Group

System performance and operational information of each water taxi operator was provided via online resources (i.e., company website, visitor information websites, etc.) and from phone or in-person interviews with company staff. It is noted that information regarding a specific evaluation criterion or topic (outlined above) may not be included herein, primarily due to discretion of the operator and their right to disclose or not to disclose information related to their business, or due to the inability to access certain information from web-based, online sources.

Boston, Massachusetts

The City of Boston is the largest city in Massachusetts and the densest urban area in New England, with a population of 6.4 million. The City is surrounded by the Boston Harbor that connects with Charles River, Neponset River, and Mystic River. The City attracts approximately 22.5 million visitors a year, primarily due to its rich history, historical neighborhoods, and multiple cultural institutions and attractions and architecture. Boston Harbor, an estuary of the Massachusetts Bay (located at the westernmost portion of Massachusetts Bay), is home to over 20 islands, several lighthouses, recreational open space areas and many key attraction sites as well as Logan International Airport.



Exhibit 1:
City Water Taxi Vessel

Service Characteristics

There are two water taxi operators in the City of Boston that provide on-call, on-demand service and operate at fixed landings for passenger pick-up and drop-off along various locations in Boston Harbor. Therefore, these two companies do not operate on a fixed route or time-based schedule. Vessel sizes typically range between 26 to 30 feet in length and can accommodate between 17 and 21 passengers per vessel; Exhibit 1 is a picture of a City Water Taxi vessel (known as the "checkerboard fleet").¹³ The average speed of water taxis is about 12 miles per hour (or 10 knots), the maximum travel distance along Boston Harbor (distance between two furthest points in service area) is approximately 2.3 miles, the maximum travel time is approximately 12 minutes (all other trips have less travel time). Water taxis provide service to approximately 19 locations along Boston Harbor (as shown in Figure 6a). Weekday and weekend services are provided. Service hours are generally from 7:00 a.m. to 10:00 p.m. Monday through Saturday and from 7:00 a.m. to 8:00 p.m. on Sundays. Patrons are to call in order to make a reservation and to notify the operators of their pick-up location; advanced reservations are not required. Both water taxi operators coordinate with local hotels and therefore, concierge, doormen, and desk clerks are allowed to call and make a reservation for water taxi service.



Terminals/Docking Facilities

As shown in Figure 6a, water service stop locations are provided at various inland ports and wharfs along Boston Harbor. Such stops include Logan International Airport, the Black Falcon Cruise Ship Terminal, and several retail centers, restaurants, and major attractions located at or near marinas, wharfs, and piers. Other docking facilities include mixed-use developments with a high concentration of residential uses. Each landing varies in size and style, as each facility is built to accommodate many different vessel types.

Transportation Connectivity

Both water taxi services operating throughout the Boston Harbor area provide direct access to multiple transportation modes. As described above, these operators both serve Logan International Airport and the travel time from the airport to the downtown area is approximately seven minutes. There is also water taxi service to the Black Falcon Cruise Terminal, a terminal owned and operated by Massport that handles approximately 100 ocean-going cruise ships a year.¹⁴ In addition, the majority of water taxi stops are conveniently located near existing Massachusetts Bay Transportation Authority (MBTA) bus transit stops and heavy rail stations. Most bus transit stops are located within 500 feet from water taxi stop locations and several subway stations (e.g., Red, Blue, and Orange lines) are generally less than one-half-mile from water taxi stops.

Fare Structure

Passenger fares are generally a flat rate of \$10.00 for any one-way trip per person; however, round trip service can cost between \$17.00 and \$20.00 per person, depending on the stop locations and length of trip. Fares are typically collected onboard and cash or credit exchanges are permitted. Water taxi operators in Boston allow for advanced ticketing and fares can be purchased online. One of the operators, Rowes Wharf Water Taxi, allows passengers to purchase unlimited day passes for \$25.00 per person and unlimited weekly passes for \$50.00 per person, and this operator also conducts tours and allows groups to charter their boats for a given time period.

Key Findings

Water taxis in Boston operate an on-call, on-demand service and provide direct transport to multiple locations in Boston Harbor, many of which are major attraction sites as well as transportation hubs (e.g., Logan International Airport and Black Falcon Cruise Terminal). Importantly, pricing is relatively competitive with other surface transportation services, such as auto taxis and/or shuttle buses. Other incentives for passengers include day or weekly passes to request pick-up and drop-off at various locations. Travel times are generally short, with trips to and from landings requiring around 10 minutes, which may be substantially faster than other modes, especially during peak commute periods. Lastly, Boston's water taxi operators have formed an association with local hotels, and hotel staff are able to make water taxi reservations for hotel guests.

¹⁴ Black Falcon Cruise Terminal information available online at: <http://www.bostonharborwalk.com/placetogo/location.php?nid=6&sid=40>



Victoria, British Columbia, Canada

Victoria is the capital city of British Columbia, Canada and is located adjacent to the Pacific Ocean, along the southern tip of Vancouver Island. The city has a population of approximately 80,000 and about 344,000 throughout the greater Victoria metropolitan area. The city attracts approximately 3.5 million visitors a year. Victoria is situated along Victoria Harbor, which serves as a major visitor destination for the city and also serves various types of maritime activities, including cruise ships, ferries, seaplanes, and water taxis.



**Exhibit 2:
H₂O Water Taxi Vessel**

Service Characteristics

There is one water taxi operator in Victoria Harbor, the "H₂O Water Taxi", which is owned and operated by Victoria Harbor Ferry Company, Limited, which also operates ferry and tour-based services. The company has been providing water taxi service along Victoria Harbor for over 20 years.¹⁵ The water taxi service provides on-call, on-demand service at up to 17 locations along Victoria Harbor and traverses multiple waterways therein, including the Gorge Waterway, Upper Harbor, Inner Harbor, and Outer Harbor (see Figure 6a). There are approximately 14 vessels in operation and each vessel can accommodate up to 12 passengers (see Exhibit 2)¹⁶. The vessels are designed to provide side passenger loading. The average speed per vessel is approximately 8 mph (7 knots), the maximum travel distance (distance between two furthest points in service area) is approximately 2.9 miles and the maximum travel time is approximately 21 minutes (all other trips have less travel time). Reservations can be made in advance; however, service is generally on-call and the water taxi will pick-up passengers at any of the 17 different pick-up and drop-off points around the Harbor.

Terminals/Docking Facilities

The types of terminals and landings utilized by H₂O Water Taxi vary by size and composition, primarily due to location and nearby land uses. For example, the water taxi stops at the Point Ellice House, a historic Victorian property along the Gorge waterway, provides a single vessel landing area with one loading dock. Victoria's Inner Harbor is home to several stops serviced by the water taxi and this area provides a large docking area to accommodate a variety of vessels and a spacious boardwalk for pedestrians to traverse the waterfront. The Coast Harborside landing provides docking for small- to medium-sized vessels and this landing also provides direct access to Coast Victoria Harborside Hotel and Marina as well as other visitor attractions and accommodations.

¹⁵ System performance and operational information available online at: <http://www.h2otaxi.com>



Transportation Connectivity

BC Transit operates over 50 bus transit routes throughout the greater Victoria area. The majority of water taxi stops are serviced by at least one BC transit bus route and bus stops are primarily located along roadways adjacent to the waterfront. Therefore, passengers who wish to utilize bus transport will generally walk about one to two blocks from the landing to the bus stop or station.

Fare Structure

Fares are based on the numbers of zones that are partially or wholly traveled through by a passenger. The harbor is divided into four distinct zones: Gorge Waterway, Upper Harbor, Inner Harbor, and Outer Harbor. The passage through one zone is a flat rate of CAD5.00 (\$4.85) per passenger. Therefore, if a passenger travels from the Gorge Waterway Zone to the Upper Harbor Zone the cost would be approximately CAD10.00 (\$9.70) per passenger. However, passage from one stop to another stop within one zone is CAD5.00 (\$4.85) with no additional fee. H₂O Water Taxi also provides annual passes for riders for a flat rate of CAD100.00 (\$92.00) and these passes include unlimited water taxi trips throughout Victoria Harbor.

Key Findings

The H₂O Water Taxi provides on-call, on-demand service at any of its 17 locations along Victoria Harbor. Ticketing is made easy and accessible online for advanced reservations or by simply calling the company to make a reservation for immediate pick up. Further, the company provides a competitive rate of CAD\$5.00 (\$4.85) for each one-way trip within one zone or between two adjacent zones. The company also provides annual passes for riders for a flat rate, which includes unlimited use along Victoria Harbor.

Istanbul, Turkey

Istanbul, Turkey is the largest city in Turkey, with a population of approximately 13.9 million and is situated along the Bosphorus (Istanbul Straight), and central to the Sea of Marmara and the Black Sea. The city, known for its abundance of historical and cultural institutions and bustling economy, attracts approximately 11.6 million visitors a year.



Exhibit 3:
IDO Water Taxi Vessel

Service Characteristics

The İstanbul Deniz Otobüsleri (Istanbul Ferry Lines, also known as "IDO") owns and operates the only water taxi that serves the Bosphorus. The water taxi provides point-to-point services at 27 locations along the Bosphorus, including the Princes' Islands and additional ports outside of the greater Istanbul area (as shown in Figure 6b).¹⁷ The water taxi service is provided on an on-demand basis, and operates at fixed landings for passenger pick-up and drop-off. The service is not structured to operate on a fixed route or time-based schedule. Each vessel

¹⁷ System performance and operational information available online at: <http://www.deniztaksi.com/kurumsal.asp?mid=1>



can accommodate up to 10 passengers (see Exhibit 3).¹⁸ The vessels are designed to provide side passenger loading. The maximum speed per vessel is approximately 12 mph (10 knots) and the travel distances between fixed landings can range from less than a mile to 21 miles. As a result, the average travel time from landing to landing can vary between four minutes to nearly two hours.

Istanbul's water taxi service operates 24 hours a day, seven days a week. Patrons are to call in order to make a reservation and to notify the operator of their pick-up location; advanced reservations are not required.

Terminals/Docking Facilities

The majority of landings along the water taxi route consist of floating docks or piers that generally accommodate small- to medium-sized vessels.

Transportation Connectivity

The majority of water taxi stops are conveniently located near existing Istanbul Ulaşım light rail stations as well as within walking distance to several Istanbul Electricity, Tramway, and Tunnel (IETT) bus transit stops.

Fare Structure

Passenger fares are based on origin-destination and vary by distance. Starting the meter is TL40.00 (\$21.00) and each nautical mile is TL25.00 (\$13.00). For example, the lowest fare, a four-minute trip from Ortaköy to Beylerbeyi costs approximately TL65.00 (\$34.00) and the highest fare, a 50-minute trip from Ortaköy to Eagle Pier would cost approximately TL412.00 (\$216.00).

Key Findings

The IDO Water Taxi provides on-call, on-demand service and does not require advanced reservations; patrons can simply call for pick-up and drop-off service. The water taxi serves a large area (up to 21 miles), which also serves island locations to the south and southeast of Istanbul. The company charges a start-up fee and a cost for each additional nautical mile (about 1.15 miles); therefore, pricing is dictated by origin-destination and can vary by distance and travel time.

Sydney, Australia

The City of Sydney, Australia is the capital of New South Wales and is the most populated city in the country. The city is located along Australia's southeast coast, adjacent to the Tasman Sea and is known for its illustrious beaches, cultural institutions, and the famous Sydney Opera House. The city's population is approximately 4.6 million people and attracts about 10.5 million visitors annually.



Service Characteristics

There are over 20 water taxi operators that serve Sydney Harbor, an approximately 15-mile waterway that includes numerous attraction sites and accommodates multiple waterborne activities (see Figure 6b).¹⁹ The water taxi operators in Sydney Harbor provide on-call, on-demand service and operate at over 100 fixed landings for passenger pick-up and drop-off. Vessels can typically accommodate between 10 and 20 passengers; however, some water taxi operators have vessels that can accommodate up to 50 passengers, which are generally used for excursions or related tours.²⁰



Exhibit 4:
Water Taxis Combined Vessel

Exhibit 4 is a picture of a water taxi vessel (pictured is a Water Taxis Combined vessel, a private water taxi company).²¹ The average speed of these water taxis is about 20 to 25 knots (about 23 to 29 mph), and the maximum travel distance along Sydney Harbor is about 15 miles, which could require approximately 30 minutes (using an average speed of 25 knots). However, some water taxi operators provide tours and excursion that could require up to three hours. Water taxi service is generally provided 24 hours a day, seven days a week during high tourist season. Patrons can make a reservation by phone and to notify the operator of their pick-up location; advanced reservations are not required. The majority of water taxi operators also provides web-based (online) reservations and allow for scheduled pick-up times.

Terminals/Docking Facilities

Water taxi operators provide point-to-point service to over 100 locations along Sydney Harbor. The major landings are located at Darling Harbor, which is home to several major attractions in the city and able to accommodate a wide array of vessels ranging from schooners and single-engine boats to cruise liners and battleships. Other notable locations include Circular Quay which is located near the city's Central Business District, and is the focal point for large gatherings and events. This terminal can accommodate a variety of vessels, including ferries and other passenger boats. Some landings are equipped for single vessels and may only include a small marginal wharf and platform for passenger loading and unloading.

Transportation Connectivity

Several water taxi landings in Sydney are located near or at major transportation hubs and provide multimodal connectivity between various maritime vessels, State Transit Authority bus stops as well as light rail and monorail stations. For example, according to the current

¹⁹ It is noted that there is approximately 8 to 12 operators serving Sydney Harbour on a typical day; however, during high tourist season and weekends, more than 20 operators serve the area. Information provided by personal communication with Alex Timpson, Sydney Cove Water Taxi, September 13, 2013.

²⁰ Personal communication with Lorraine Yates, H2O Water Taxi, September 15, 2013.

²¹ Picture provided online at: <http://watertaxis.com.au/>



bus transit timetables, there are over 20 routes that operate at or in proximity to Circular Quay and Darling Harbor. In addition, the majority of water taxi stops along Sydney Harbor are conveniently located adjacent to two or more bus transit stops. Therefore, patrons of water taxi service are within walking distance to multiple transit connections to other local and regional systems throughout the city and the eastern region of New South Wales.

Fare Structure

Passenger fares are generally based on origin-destination and vary by distance, travel time, and the number of passengers. There is usually a minimum fee, regardless of the number of total passengers on the vessel. For example, water taxi operators may charge a flat fee (a "start-up" fee) and then charge an extra fee for each additional passenger, or some operators may charge a flat fee per passenger, depending on the distance between each landing, with no upfront, initial fee. Each of Sydney's water taxi operators has a different business model. For example, larger companies (e.g., companies with a sizeable fleet) typically require a minimum number of passengers prior to boarding, whereas smaller operators (e.g., one vessel in operation) may accept a single passenger and may or may not charge a minimum initial fee.

As noted above, passenger fares can vary. For example, a one-way fare from Darling Harbor to Circular Quay (about one mile) could cost approximately AUD70.00 (\$65.00) for up to four passengers (about AUD17.50 [\$15.36] per passenger) and an extra AUD10 (\$8.80) per each additional passenger. Because the passenger fares are generally based on distance and destination, a one-way trip from Darling Harbor to the furthest point west along Sydney Harbor (e.g., Wharf Road-West Ryde) could cost AUD260.00 (\$228.80).

Key Findings

There are over 20 water taxi operators that serve Sydney Harbor on a given day and each operator provides on-call, on-demand service to over 100 locations. Reservations can be made by calling an operator, via online, or, at times, by soliciting services at any landing along the waterfront. In general, water taxi service is provided 24 hours a day, seven days a week. Water taxi vessels are typically designed for small groups (10 to 20 passengers); however, some operators have vessels to accommodate larger groups (50 passengers), typically for longer excursions or tours. Passenger fares are relatively high and in some instances operators charge an initial start-up fee; however, this business model may incentivize or require larger groups and higher vessel occupancies in order to reduce costs per passenger. It is noted that water taxi operators are required to pay a license fee to the New South Wales Government for access to landings along Sydney Harbor.²²

²² Personal communication with Lorraine Yates, H2O Water Taxi, September 15, 2013.



4.2.5 Hong Kong, China

Hong Kong is situated along the southern coast of China and surrounded by the Pearl River Delta and South China Sea. The city is comprised of Hong Kong Island and the Kowloon Peninsula, which are bisected by Victoria Harbor. The city has a population of approximately seven million and attracts approximately 42 million visitors a year.

Service Characteristics

The Star Ferry Company, Ltd. has deep roots in Victoria Harbor, as the company has been carrying commuters and visitors across the south China waterways for over 100 years.²³ The Star Ferry is not a water taxi operation per se but rather a ferry service that operates scheduled, fixed-route (circulator) service at three locations along the Victoria Harbor: Central ("central business district"), Tsim Sha Tsui (southern Kowloon, Hong Kong), and Wan Chai (see Figure 6b). Although the service is time-based and scheduled, passengers are allowed to simply hop-on and hop-off at any of the three stops. The company currently operates two routes along the harbor and operates a total of eight vessels, with each vessel accommodating up to 300 passengers (see Exhibit 5).²⁴ The average travel time between each location is approximately 15 minutes, with an average vessel travel speed of 4 mph (3 knots) and an average travel distance of less than a mile. Weekday and weekend services are provided. Service hours are generally from 6:30 a.m. to 11:30 p.m. Monday through Sunday. Tickets can be purchased in advance from ticketing booths or vending machines at each stop.



Exhibit 5:
Star Ferry Vessel

Terminals/Docking Facilities

The three terminals utilized by the Star Ferry Company are situated to provide maximum access and connectivity to major employment centers, visitor attraction sites, restaurants and retail centers as well as to other transportation systems. The Central Ferry Piers facility is located in the southwest portion of Victoria Harbor and is located adjacent to the city's Central Business District (CBD). The facility contains 10 working piers, with the majority of these piers leased by private companies. As such, Star Ferry Company leases Pier 7, as this route is used for transporting passengers from the CBD to its landing at Tsim Sha Tsui. The piers at Tsim Sha Tsui are located at the edge of the Kowloon Peninsula and serve as a hub for water transportation throughout Victoria Harbor. This area is known for its high concentration of shopping malls, retail stores, hotels, and office buildings. Wan Chai Pier is located along the north shore of Hong Kong Island and is the furthest point east along the Star Ferry route. This pier is home to the Hong Kong Convention and Exhibition Centre and a major hub for Chinese historical and cultural institutions.

²³ System performance and operational information available online at: <http://www.starferry.com.hk>

²⁴ Picture provided online at: <http://www.starferry.com.hk/>



Transportation Connectivity

Each of the three terminals utilized by Star Ferry Company is located next to a major transportation hub and provides a direct connection to numerous Kowloon Motor Bus (KMB) bus transit routes, Mass Transit Rail (MTR) commuter railway and light rail system, and Citybus routes. For example, there are multiple transit connections (transit stations and stops) located adjacent to the Central Ferry Piers. In addition, there are nearly a dozen KMB bus routes that provide direct service and connectivity to the Tsim Sha Tsui Piers and Wan Chai Pier.

Fare Structure

Passenger fares vary by passenger age and day of the week. Adult one-way fares are \$HK2.50 (\$0.32), Monday through Friday (except public holidays), and \$HK3.40 (\$0.44) on Saturdays, Sundays, and public holidays. Fares for children (3 through 12 years old) and for passengers with disabilities are \$HK1.50 (\$0.19) during Monday through Friday (except public holidays) and \$ HK2.10 (\$0.27) on weekends and public holidays. Passengers aged 65 years and older are free. Monthly tickets are available for a flat fee of \$HK125.00 (\$16.13) per passenger and a "tourist ticket" can be purchased for \$HK25.00 (\$3.20). A tourist ticket holder is entitled unlimited rides on ordinary ferry crossings between the three stops for four consecutive days.

Key Findings

The Star Ferry operates as a ferry service between three landings along Victoria Harbor. While it does not meet the strict definition of a water taxi, the service is similar to water taxi service in that it provides a circuitous, hop-on/hop-off service that enables passengers to disembark the ferry at any of the three landings and to board another ferry at any time, according to the ferry's timetable. The Star Ferry also provides a four-day pass for a flat rate that allows for unlimited rides. In addition, the passenger fares are relatively affordable and providing a monthly pass may also attract residents, businesses, and commuters to the service.

4.2.6 Seattle, Washington

Seattle is a coastal city located along the western boundary of Washington and is the largest city in the northwest region of the United States, with a population of approximately 635,000. The city is situated along Puget Sound (an inlet of the Pacific Ocean) and Lake Washington. The city attracts approximately 8.8 million visitors annually.



Exhibit 5:
King County Water Taxi

Service Characteristics

The King County Water Taxi is owned and operated by the Marine Division of the King County Department of



Transportation. The water taxi service began in 2008 and currently operates two passenger-only water taxi routes for the King County Ferry District.²⁵ Similar to Hong Kong, the King County Water Taxi is a ferry-based service and not a conventional water taxi service. Ferry service is provided on a fixed-route and time-based schedule, and operates at fixed landings for passenger pick-up and drop-off. There are approximately two vessels currently in operation and each vessel can accommodate up to 172 passengers (shown in Exhibit 6).²⁶ Both vessels are 77-foot catamarans that were originally built for the U.S. Army in 1988. The vessels are designed to provide rear-side passenger loading. The average speed per vessel is approximately 30 mph (26 knots).

The two water taxi routes are the West Seattle route and the Vashon Island route. The West Seattle route traverses Puget Sound and Elliott Bay and operates between Seacrest Park (in West Seattle) and Pier 50 (in Downtown Seattle). The Vashon Island route traverses a portion of Puget Sound and operates between the north-end ferry terminal on Vashon Island (located about nine miles southwest of Seattle) and the downtown Seattle waterfront (as shown in Figure 6a). Weekday and weekend services are provided. Service hours are from 6:00 a.m. to 11:00 p.m. Monday through Friday and from 8:30 a.m. to 11:00 p.m. on Saturday and Sunday. The Vashon Island route takes about 22 minutes (a distance of about nine miles from Vashon Island to downtown) and the West Seattle route takes about 10 minutes (a distance of about two miles from West Seattle to downtown). Patrons are to purchase fare tickets in advance (prior to boarding) and tickets can be purchased from vending machines at the water taxi terminals or via electronic fare cards (i.e., ORCA card).

Terminals/Docking Facilities

King County is currently leasing the three terminals that service its two water taxi routes. These terminals include Pier 50, located in downtown Seattle; Vashon Ferry terminal, located at the north-end of Vashon Island; and Seacrest Dock, located in West Seattle. The latter terminal was recently built by King County and is owned by the City of Seattle. King County has a long-term use agreement with the City of Seattle to use the dock there.

Transportation Connectivity

The two water taxi routes provide connections to Metro Transit bus routes. The Vashon Ferry Terminal used for the Vashon Island route is located adjacent to a Metro Transit bus stop that is served by routes 118 and 119. The Seacrest Dock Terminal used for the West Seattle route is located near a Metro Transit bus stop that is served by routes 773 and 775. There are also two free Metro DART (dial-a-ride) shuttles that provide service between West Seattle and Seacrest Terminal. Metro Transit route 37 operates to Seacrest Park Terminal; however, these bus services are during weekdays only. The terminal at Pier 50 in Downtown Seattle is located next to Metro Transit bus stops served by routes 16, 66, and 99. The Pier 50 terminal is also located within a 0.25-mile distance to over a dozen other transit connections.

²⁵ System performance and operational information available online at: <http://www.kingcounty.gov/transportation/kcdot/WaterTaxi.aspx>

²⁶ Picture provided online at: <http://www.kingcounty.gov/transportation/kcdot/WaterTaxi.aspx>

Fare Structure

The King County Water Taxi accepts cash or the ORCA card (an electronic fare card) for payment of fares. Fares vary by passenger age and type of payment. An adult fare is between \$3.50 and \$4.25 per trip with use of an ORCA fare card and \$4.00 to \$5.00 for cash or paper ticket. Seniors (65 years and older) or persons with disabilities pay between \$1.75 and \$2.25 per trip and the fare for youth (ages 6 to 18) is between \$2.75 and \$3.25 per trip with ORCA card and \$4.00 to \$5.00 for cash or paper ticket. Children ages five and younger are free.

Key Findings

The King County Water Taxi provides ferry service between three locations in and around the City of Seattle; this system is not a conventional water taxi. However, the service provides scheduled routes that allow patrons to hop-on/hop-off at any of the three landings and also provides a four-day pass for a flat rate that allows for unlimited rides. In addition, the passenger fares are relatively affordable and the option of a monthly pass attracts residents, businesses, and commuters to the service.

Summary of Findings

The case studies presented above include an array of water taxi transportation systems and ferry-based services from around the world. Although each operator serves a different market area and utilizes a range of vessel sizes and landings, the same general principle applies to each operator: to provide a mode of transport that is accessible and convenient and which not only provides passengers with point-to-point transportation to attractive destinations, but does so while also providing them with a unique and enjoyable travel experience.

The majority of cities examined include on-call, on-demand water taxi services to various fixed landings and with no fixed route. As described above, most cities provide service to multiple destinations for water taxis (from 17 to over 100 destinations), with the exception of the ferry-based, circulator services in Seattle and Hong Kong (which each provide service to three landings). Vessel sizes also vary; however, in general, the majority of water taxi operators throughout the world operate 10- to 20-passenger vessels that are equipped to operate at speeds between 10 and 25 knots (12 to 30 miles per hour). Additionally, a common trend among all operators is the ability for patrons to make a reservation via phone or online, although the majority of operators do not require advanced reservations. Water taxi operators in Boston have developed a relationship with local hotels whereby hotel concierge staffs are able to make water taxi reservations for hotel guests.

Operating times vary city by city; however, typical hours of operation are between 6:00 a.m. and 11:00 p.m., with the exception of operators in Istanbul and Sydney, which run 24 hours a day, seven days a week. All of the systems examined provide a high degree of connectivity between water taxi landings and surface-level transit facilities (including an airport [Boston]), which may be appealing to both visitors and commuters.



Passenger fares also vary city by city. Operators in Boston and Victoria generally charge a flat rate for a one-way trip, regardless of their destination or the number of passengers per vessel. This is similar to passenger rates on ferry-based services such as Star Ferry and King County Water Taxi. However, the H₂O Water Taxi in Victoria is a zone-to-zone type of fare system, but the fare from one zone to an adjacent zone is a flat fee. Operators in Istanbul and Sydney fares are distance based, depending on origins and destinations. Water taxi operators in Sydney charge a minimum fee for each zone pair, which is calculated based on a minimum of four or eight passengers. Additional AUD10 (\$8.77) is charged for each additional passenger beyond the four or eight passengers the operator uses to calculate the minimum zone fare. A single person can commission the service, but would be required pay the minimum fee, which is substantially higher than the typical per passenger cost. This kind of business model incentivizes or requires larger groups, and tends to generate higher vessel occupancies and probably only works in areas with high demand. These operators are capable of carrying passengers to destinations that are much more distant than operators in Victoria, Boston, Seattle, and Hong Kong, respectively.



ATTACHMENT 2: MARKET SURVEYS

Intercept surveys were conducted along the city's waterfront on Wednesday, August 7th, Thursday, August 8th, Saturday, August 10th, and Sunday, August 11th (all 2013). The two weekday surveys were conducted between 10:00 a.m. and 7:00 p.m. and the weekend surveys were conducted between 10:00 a.m. and 10:30 p.m. The surveys were conducted at strategic waterfront sites, including Aquatic Park, AT&T Park, the Ferry Building, and Pier 39. It is noted that during these survey periods, San Francisco Giants games were scheduled at AT&T Park and America's Cup races (occurring within the San Francisco Bay) were scheduled.

Place of Residence

The intercept surveys included a variety of questions, primarily focusing on the origin (where are they from) and destination (where are they going), mode of transportation used to get to and from their destination(s), and their level of interest in potential water taxi service, what locations they would be interested in going to via water taxi, and their willingness to pay for such a service. The following discussion is a summary of key survey findings and results.

As shown in **Table 1** below, a total of 1,228 people were surveyed and the majority of those interviewed were either a California resident that did not live in the San Francisco Bay Area or were not California residents. A smaller portion of those interviewed were residents of California and either lived in another city or town in the San Francisco Bay Area or lived in the City of San Francisco. As shown in **Table 1** below, the data shows that only 15% of those surveyed were San Francisco residents, with another 20% of the population residing in other Bay Area locations. The remaining 65% of those interviewed were from outside of the region, which is indicative of a high concentration of tourists among visitors to the San Francisco waterfront.



TABLE 1
SURVEY POPULATION TOTALS
BASED ON ORIGIN LOCATION

Origin Location	Survey Totals (% of total)
City of San Francisco	178 (15%)
San Francisco Bay Area (non-SF resident)	248 (20%)
Outside SF Bay Area (CA resident)	611 (50%)
Outside California (non-CA resident)	186 (15%)
Total	1,228 (100%)

SOURCE: CHS Consulting Group, 2013.

To further support these findings, when asked where each person surveyed was going, an overwhelming majority of people stated they were going to a hotel, tourist attraction or related destinations (e.g., ballgame, conference, restaurant), and few respondents stated they were going to work or home. **Table 2** presents the survey totals of each respondent's destination (and what mode of transportation they intended to use in order to get to their destination).

Mode of Travel

As shown in **Table 2** below, the proportion of survey respondents who opted to drive and park a personal vehicle was relatively low; the majority of respondents stated they would use public transit in order to reach their destination. Notably, for those going to a "tourist attraction", a large percentage of respondents stated they were going to use light rail, bus transit, or walk to their destination; these results were also similar for those traveling to a hotel as their end destination. For those traveling to their home, less than half (44%) indicated that they were using their personal vehicle while the majority (56%) stated they would use other transit modes. Overall, the findings indicate that those surveyed along the waterfront generally opt to take public transit or walk to their destination as opposed to driving and parking their personal vehicle.



TABLE 2
SUMMARY OF TRAVEL MODE SHARE BY DESTINATION LOCATION

Survey Totals by Destination Location	Destination Location					
	Home (19%)	Hotel (14%)	Tourist Attraction (51%)	Other ¹ (10%)	Work (4%)	Average (Weighted)
Mode of Transportation to Destination Location						
Drive & Park	44%	15%	11%	20%	9%	19%
Transit - BART	13%	3%	1%	7%	2%	4%
Transit - Bus	12%	10%	7%	9%	13%	9%
Transit - Light Rail	8%	34%	32%	7%	13%	24%
Transit – Other ²	13%	11%	19%	24%	4%	17%
Bicycle	2%	1%	2%	2%	11%	2%
Walk	9%	27%	29%	31%	49%	26%

Notes:

1. "Other" destination includes multiple responses ranging from ballgame, conference, church to restaurant and school.

2. "Transit Other" includes multiple modes, including Amtrak rail, taxi, ferry, shuttle bus/tour bus.

SOURCE: CHS Consulting Group, 2013.

Level of Interest

Of the 1,228 total people surveyed along the waterfront, approximately 66 percent stated that they would be interested in using a water taxi; about 19 percent stated they were somewhat interested in such a service, and about 15 percent stated that they would not be interested in taking a water taxi. Furthermore, as shown in **Table 3** on the following page, when asked to describe the level of interest in a water taxi service, the majority of respondents stated that they were either "very interested" or "somewhat interested" in such services, regardless of their destination. For example, of those destined to go to a tourist attraction, approximately 40 percent were "very interested" in water taxi services; 38 percent were "somewhat interested"; 11 percent were "a little bit interested"; and about 12 percent were not interested. As presented below, the survey results were similar for those traveling home, to a hotel, a tourist attraction, work, or another location.



TABLE 3
LEVEL OF INTEREST IN WATER TAXI SERVICE BY DESTINATION LOCATION

Level of Interest in Water Taxi Service	Destination Location					
	Home	Hotel	Tourist Attraction	Other ¹	Work	Average (Weighted)
Very interested	30%	37%	40%	29%	29%	36%
Somewhat interested	38%	33%	38%	47%	37%	38%
A little interested	15%	12%	11%	12%	22%	13%
Not interested	18%	18%	12%	11%	12%	14%

Notes:

1. "Other" destination includes multiple responses ranging from ballgame, conference, church to restaurant and school.

SOURCE: CHS Consulting Group, 2013.

Favored Destinations

The survey also asked interviewees to indicate which potential destinations they may want to travel to by water taxi if such a service was available. Multiple destinations were reported and as shown in **Table 4** below, between 60 to 70 percent of respondents stated that they would like to take a water taxi to/between AT&T Park or Mission Bay, the Ferry Building, Fort Mason or Aquatic Park, Pier 39 or Fisherman's Wharf, and other locations, notably Angel Island (six percent of "other"), Golden Gate Bridge (15 percent of "other"), and Oakland (10 percent of "other").

TABLE 4
FAVORED DESTINATIONS FOR WATER TAXI SERVICE

Destination	Survey Totals ¹ (% of total)
AT&T Park or Mission Bay	730 (22%)
Ferry Building	846 (26%)
Fort Mason or Aquatic Park	739 (22%)
Pier 39 or Fisherman's Wharf	861 (26%)
Other ²	129 (4%)
Total	3,305 responses (100%)

Notes:

1. Survey totals do not include those whom responded with "nowhere" (150 responses).

2. "Other" includes destinations such as Angel Island, Alameda, Oakland, Crissy Field, Jack London Square (Oakland), and Napa.

SOURCE: CHS Consulting Group, 2013.





MEMORANDUM

August 7, 2014

TO: MEMBERS, PORT COMMISSION
Hon. Leslie Katz, President
Hon. Willie Adams, Vice President
Hon. Kimberly Brandon
Hon. Mel Murphy
Hon. Doreen Woo Ho

FROM: Monique Moyer
Executive Director

SUBJECT: Informational presentation regarding Estimated Substructure Repair Costs for Piers 30-32 in its As-Is condition and impacts to such costs from alternative uses at Piers 30-32

LR

DIRECTOR'S RECOMMENDATION: Informational Only – No Action Required

Executive Summary

In response to Port Commission President Leslie Katz's request during the April 22, 2014 Port Commission meeting, Port staff is providing the following pier repair costs information with respect to maintaining the current uses at Piers 30-32 which include lay-berthing of visiting ships such as the USS America, automobile parking, limited special events and operation as a back-up cruise terminal.

Historical Background

Piers 30-32 are two, connected pile-supported finger piers equaling 13 acres and located just south of the Bay Bridge as illustrated on the map attached as Exhibit A. The Seawall and Marginal Wharf¹ at Piers 30-32 were constructed between 1910 and 1912. Immediately thereafter, Piers 30 and 32 were constructed as two piers extending approximately 750 feet into the Bay to facilitate the shipping of sugar, a fairly light weight commodity. They were joined by a connecting pier structure adjacent to the Embarcadero, approximately 200' in width. In 1926 the Piers were extended eastward into the Bay for an additional 124'. In 1950 the depressed wharf was constructed in the

THIS PRINT COVERS CALENDAR ITEM NO. 9A

¹ A marginal wharf is a deck structure that is connected to the upland shore area along its full length; in this case, it is the portion of Piers 30-32 connected to the Embarcadero promenade. It is concrete pile supported deck, approximately 30' in width, and provides lateral bracing for the seawall and prior to construction of the piers, provided berthing.

area between the piers, essentially joining the two piers for their full length. In 1984, the timber buildings atop Piers 30-32 burned leaving behind the concrete substructure.

In 2013 as part of the 34th America's Cup project, the Port spent approximately \$1.9 million to repair isolated sections of the Marginal Wharf adjacent to Piers 30-32. These repairs were minimal in scope and were performed solely for the purpose of providing the America's Cup teams with temporary usage. Prior to this project the Port had made no significant structural repairs / improvements to the Piers' substructure since the 1950 addition.

Repair cost to maintain Piers 30-32

Specific areas of the substructure are damaged from saltwater-induced corrosion. In 2011, the America's Cup Event Authority hired Engineering Consultant, AECOM to prepare a cost estimate to repair the Piers 30-32 substructure, including repairs to the structural concrete slab, concrete girders and beams, and concrete piles.

Port Engineering has made adjustments to AECOM's cost estimate to account for changes in the repair quantities, changes in the current construction bid market, and inflation. Staff's estimated cost to repair the entire Piers 30-32 substructure is \$44 million. This estimated cost represents deferred maintenance cost only, and does not include a seismic upgrade cost. Any change of use for a period of greater than 6 months would trigger a seismic upgrade pursuant to the Port's Building Code which is modeled off of the California Building Code.

The Piers have survived beyond their useful design life, which is typically estimated at 50 years for these types of structures. Because of the unpredictable nature of deterioration in its current condition, it is not possible to either definitively predict the remaining useful life of the Piers or establish a realistic annual maintenance cost. In the absence of any future substructure repair, Port Engineering estimates the remaining useful life of the Piers at approximately ten (10) years which will be reassessed during this period through periodic surveys. During this period and beyond, the Piers are expected to suffer localized failures at random points throughout the 13 acres. When such failures occur, Port Engineers will reassess the Piers and likely barricade the failed areas, taking them out of use. The Piers also may suffer serious damage during a moderate to major seismic event. The overall probability of a magnitude 6.7 or greater earthquake in the Greater Bay Area is 63% within the next 30 years. Port Engineering staff cannot provide any assurances that any or all of Piers 30-32 will survive such a seismic event.

Completion of a comprehensive pier substructure repair will allow continuation of the Piers' current uses (lay-berthing, automobile parking, limited special events and back-up cruise terminal), and will extend the Piers' estimated useful life by approximately 50 years. Because of the presence of salt water and the porous nature of concrete, the areas of the Piers that had not previously exhibited damage may manifest corrosion damage over the ensuing years and may require maintenance repairs in the future. At such time, Port staff will make an analysis to ascertain whether funding isolated repairs is beneficial to the Piers and their usage.

Alternative Uses for Piers 30-32

Engineering Staff has investigated various uses for Piers 30-32 besides automobile parking, including: a public park, sports field, and temporary uses such as Teatro ZinZanni and Cirque du Soleil. Staff has also looked at construction of a major marine research institute on the Piers as recommended by the Civil Grand Jury.

Given the poor condition of the Piers, staff recommends against converting the Piers into a park without performing a complete seismic upgrade. Staff also recommends against using the Piers as a sports field. Also, depending on the projected event attendance numbers, the increase in attendance relative to the historic occupancy numbers for the Piers may trigger a seismic upgrade. Staff also recommends against constructing a major marine institute on the Piers without performing a full seismic upgrade.

The Port currently uses Piers 30-32 for limited special events including use as a back-up cruise terminal. Staff recommends that this usage continue on a case-by-case basis. Staff supports temporary tenancies such as Teatro ZinZanni and/or Cirque du Soleil, but these tenancies should be short term leases of six months or less, contingent on the outcome of periodic structural surveys.

Climate Adaptation and Sea Level Rise

With rising sea level, the Piers are expected to suffer frequent flooding beyond 2070.

Conclusion

Piers 30-32 are a valuable Port asset, currently used for lay-berthing, automobile parking, limited special events, and back-up cruise terminal. Staff recommends continuing these uses and also recommends looking at other interim uses on a case by case basis. Staff estimates the remaining useful life of the Piers at approximately ten (10) years, assuming no substructure repairs are executed. At this time, Staff estimates it would cost approximately \$44 million in substructure repairs to address deferred maintenance, which would extend the Piers' useful life by approximately 50 years.

Prepared by: Joe Roger, Structural Engineer
Engineering Division

For: Eunejune Kim, Chief Harbor Engineer
Engineering Division

Attachment:

- Exhibit A: Map of Central Waterfront
- Exhibit B: Photographs
- Exhibit C: Site Layout – Piers 30-32

EXHIBIT A

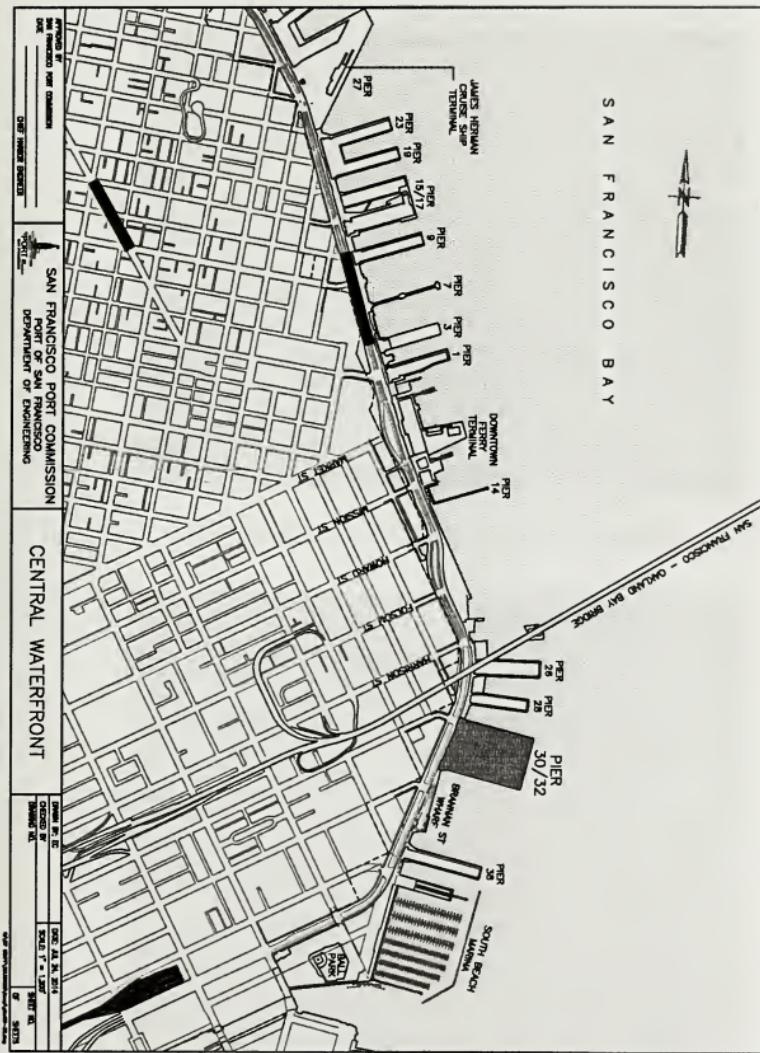


EXHIBIT B



PHOTO NO. 1 – TYPICAL DETIORATED BEAM

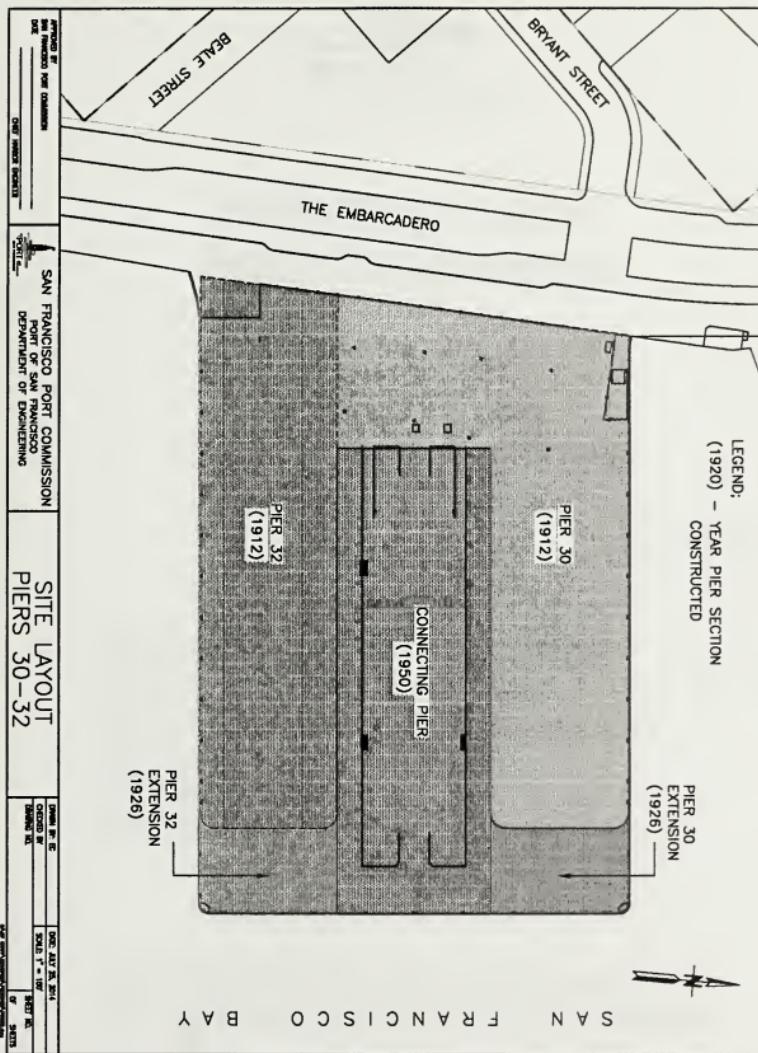


PHOTO NO. 2 – TYPICAL DETIORATED BEAM



PHOTO NO. 3 – PILE CAP DETERIORATION

EXHIBIT C





SAN FRANCISCO PORT COMMISSION

AUGUST 12, 2014
MINUTES OF THE MEETING

GOVERNMENT
DOCUMENTS DEPT

SEP - 5 2014

MEMBERS, PORT COMMISSION
HON. LESLIE KATZ, PRESIDENT
HON. WILLIE ADAMS, VICE PRESIDENT
HON. KIMBERLY BRANDON
HON. MEL MURPHY
HON. DOREEN WOO HO

SAN FRANCISCO
PUBLIC LIBRARY

MONIQUE MOYER, EXECUTIVE DIRECTOR
AMY QUESADA, COMMISSION SECRETARY

**CITY & COUNTY OF SAN FRANCISCO
PORT COMMISSION**

**MINUTES OF THE MEETING
AUGUST 12, 2014**

1. CALL TO ORDER / ROLL CALL

Commission President Leslie Katz called the meeting to order at 3:27 p.m. The following Commissioners were present: Leslie Katz, Kimberly Brandon and Doreen Woo Ho. Commissioners Willie Adams and Mel Murphy were excused.

2. APPROVAL OF MINUTES – July 8, 2014

ACTION: Commissioner Woo Ho moved approval; Commissioner Brandon seconded the motion. All of the Commissioners were in favor. The minutes of the July 8, 2014 meeting were adopted.

3. PLEDGE OF ALLEGIANCE

4. ANNOUNCEMENTS

- A. Announcement of Prohibition of Sound Producing Electronic Devices during the Meeting: Please be advised that the ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing of or use of a cell phone, pager, or other similar sound-producing electronic device.
- B. Announcement of Time Allotment for Public Comments: Please be advised that a member of the public has up to three minutes to make pertinent public comments on each agenda item unless the Port Commission adopts a shorter period on any item.

5. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

6. EXECUTIVE

A. Executive Director's Report

- Forest City Ballot Measure

Monique Moyer – The Forest City Development, our developer for the waterfront site at Pier 70, has proposed a ballot measure for the November election in response to the June election's Proposition B. This particular measure would increase the height limit at the buildings at Pier 70 to up to 90 feet. Ninety feet is the height that was envisioned during the master planning process and is the height that is in the Port's Pier 70 preferred master plan.

In accordance with the requirements of Proposition B, which requires a measure to go before the voters if heights are amended on Port property, Forest City has moved forward with the ballot measure for the November election. The proposed measure also includes nonbinding policies, which would guide the development site. These policies would still be working through our regular public process and regulatory process to address issues of open space, affordable housing, the reuse of historic structures, space for the arts, and transportation improvements. That measure will go before the voters at the November 4, 2014, election.

- Metro Cruise LBE Contract Opportunity Workshop – July 11, 2014

A very successful contract opportunity workshop was hosted by Metro Cruises, our stevedoring contractor for our cruise activities at Piers 27, 35, and 30/32. Their consultant Veronica Sanchez is here as well today. Together, they hosted a contract opportunity workshop on July 11, 2014. They invited local business enterprise contractors to attend the workshop. There were 40 to 50 individuals representing janitorial, security, marketing, catering, printing, photography, and pest control companies. Representatives from the City's Contract Monitoring Division, Boris Delepine and Ryan Young, were also in attendance to help the various companies learn how to contract with the city and offer to help them get set up. It was a very successful event. Commissioner President Katz, thank you very much for your attendance and for your words on behalf of the Port's commitment to our LBE work. I understand that you encouraged everyone to stand up and get to know each other as part of their own networking and that was very well received. Thank you for doing that. My thanks to Veronica and others for hosting the event. We look forward to working with some of the LBEs that were in attendance.

- Pier 70 - 20th Street Historic Buildings Rehabilitation Project, Orton Development, Inc.

On July 22, 2014, the San Francisco Board of Supervisors unanimously approved the lease agreement between the Port and Orton Development, Inc., for the Pier 70 historic buildings. They intend to renovate approximately six of the historic buildings with more than a quarter million square feet of renovated use. The Board also unanimously approved the issuance by the city of general obligation bonds for seismic rehabilitation of those same buildings. This moves the Orton transaction forward. They are hoping to begin their construction later this calendar year, which will take about 18 to 24 months. During construction, we expect to see about 250 full-time workers and thereafter 400 to 500 permanent jobs when the project is completed and leased.

I want to particularly acknowledge Jonathan Stern, Byron Rhett, Phil Williamson, Brad Benson and Elaine Forbes for their work in getting this item

through. I apologize if I forgot anyone. It's great to see this milestone happening after a lot of work on Pier 70 over the last eight years.

- Christening of New Bay Delta Maritime Tug Boat – August 2, 2014

Congratulations to Bay Delta Maritime on the christening of their sixth tugboat. On August 2, 2014, they christened a new maritime tugboat named the Delta Audrey. All of their vessels are named the Delta somebody and that somebody is usually a special family member. In this case, it is Shawn Bennett's seven-year-old daughter. What a great birthday present for her.

Bay and Delta, as you may know, have been serving the San Francisco Bay since 1982. They are a Port tenant at Pier 17. They offer ship assistance, petroleum escort, and general towing services throughout the Bay Area. So, I'm sure you see them moving vessels of all size and configuration around the Bay. We're pleased that they are increasing their investment in the Bay. I'd like to invite President Katz to say a few words and recognize Shawn Bennett, President of Bay and Delta Maritime.

Commissioner Katz - We are absolutely thrilled that we're here for this commemoration of a new vessel and particularly pleased that it's named after your daughter. It's a lovely touch. That'll be something that she'll appreciate probably more and more as she gets older. With that, we would like to present a plaque on behalf of the Port.

Monique Moyer - Congratulations to Bay and Delta. Thank you for your loyalty to the Port and all the work that you do for us in the Bay. I hope everyone in this room gets a chance to go out for a ride because those are really great vessels. They're a lot of fun.

- Change of Location for Port Commission Meeting – September 23, 2014, Southeast Community Facility, 1800 Oakdale Avenue, San Francisco

As you know, we are going to be holding our first off-site Commission meeting on September 23, 2014 at the Southeast Community Facility at 1800 Oakdale Avenue. It's a change of location. The Commission meeting time is expected to be its normal time of open session at 3:15 p.m. Again, the meeting will be at the Southeast Community Facility, 1800 Oakdale Avenue.

This is something the Commission thought would be beneficial is to host more of our meetings out in the community. This will be our very first one. For those of you who plan to attend, I will note that parking is a little challenging so, plan to come early and carpool if you could, or better yet, take the T line. We look forward to seeing all of you on September 23rd at the Southeast Community Facility.

- James R. Herman Cruise Terminal Opening – September 25, 2014 at noon

On September 25, 2014 at noon, after more than a decade, we will be officially opening our new James R. Herman Cruise Terminal at Piers 27/29. The new gangway is somewhere in the Atlantic right now. She's been boarded on a vessel after being fabricated in Sweden. She made it onto the vessel, and she will be arriving in about 30 days, straight to Pier 27.

With the help of the ILWU, we'll be off-lifting the gangways onto the pier. It will take hours and hours and hours. I hope that you get a chance to see this because it's going to be really cool to see the gangway sort of hanging above our new cruise ship terminal. Once that is in place, we will be able to begin processing passengers through the new terminal. We have even more good news, which is that, on July 30, 2014 we received a temporary certificate of occupancy and reached substantial completion on Phase 2 one day ahead of schedule. Congratulations to all of the project team, which is too numerous to name individually.

On August 18, 2014, the U.S. Customs and Border Protection Agency will be moving into the new facility. You may recall that Phase 2 consisted of building out facilities for the U.S. Customs and Border Protection, which includes two jail cells. I want to warn all of you to please behave yourself when you're out there, or you might get to see them.

There will be terrific new ground transportation, which should help alleviate traffic on the Embarcadero. The 2.5-acre cruise terminal plaza and the lawn are in. We're waiting for the lawn to get nice and cozy before we open that up for use.

Various substructure repairs, installation of certain maritime equipment, a marine fender system upgrade were performed by our very own Maintenance Division, which was an amazing amount of work, but very interesting, and upgrade to our shoreside power equipment to accommodate the changing size and design of the very large cruise ships.

A lot of major milestones have been met with respect to the cruise terminal. We look forward to officially opening it on September 25, 2014 at noon. That event will be open to the public, as open as we're allowed to be with a cruise ship in port. We'll look forward to seeing everybody there.

- Dr. Mimi Silbert

On September 8, 2014 here in the Ferry Building, we will be hosting a civic celebration to honor Dr. Mimi Silbert, who is the President and CEO of the Delancey Street Foundation . That, too, is an event that is open to the public from 5:30 p.m. to 8:00p.m. That event will recognize all of the tremendous contributions Dr. Silbert has endowed upon all of us in this community, but particularly in the central waterfront.

- In Memoriam – Renee Jones, Retired Port Collection Supervisor

Sadly, I wanted to mention that one of our retired employees Renee Jones, who was with the Port for 32 years, passed away last month. Renee worked for the Port. She graduated from Balboa High School and came over to work at the Port. She began in October of 1973 as a temporary clerk typist. Thirty-two years later, she retired from our Real Estate Division as our Collections Supervisor. She was a wonderful auntie and godmother, had numerous nieces and nephews who loved her. She leaves behind her father, her brother, and sisters, and her good friend Patricia Jackson. She left a great legacy with all of us. She will be greatly missed.

Commissioner Katz - Again, I want to reiterate the public celebration and honoring of Dr. Mimi Silbert. I hope that you will all be able to join us and attend on September 8th. As Executive Director Moyer mentioned, it is free. Many of you are well aware of how visionary Mimi and Delancey Street were when they located their facility down here on the waterfront. It's exciting to see what their sort of toehold here brought forward and now looking at it and seeing the changes. It's the 25th anniversary of their having been in that location and then seeing the work that has gone up around and how the waterfront has really thrived in that time. It was very visionary on her part as well as just all of the tremendous service to all of us here in the San Francisco family. I hope you'll be able to join us.

We don't always acknowledge some of the large and small victories that we have. I wanted to thank some of our staff members. On July 17, 2014 there were five items at the Board of Supervisors and all five went through with tremendous support from putting forward three items related to the Orton Development that was mentioned earlier, Pier 70, but also approval for the art installation at Pier 14, which has now gone up, and the lights are on.

Thank you to Meghan Wallace, Elaine Forbes, Brad Benson, and Jonathan Stern for their work on the Orton Project. Brad was able to get a project through at the hoedown yard that we've worked on for quite some time. I wanted to take a moment to thank the staff because you don't always see those important steps. Thanks to all of you for making those happen.

B. Commissioners' Report

7. **CONSENT**

- A. Request authorization to award Construction Contract No. 2765, Pier 35 Building & Roof Repair Project, to Roebuck Construction, Inc. in the amount of \$2,041,010, and authorization for a contract contingency fund of 10% of the contract amount (or \$204,101) for unanticipated contingencies, for a total authorization not to exceed \$2,245,111. (Resolution No. 14-48)

- B. Request authorization to advertise for Competitive Bids for Construction Contract No. 2769, Port Security Fences Project, Phase IV. (Resolution No. 14-49)
- C. Request authorization to issue a Request for Qualifications to establish a pre-qualified pool for multiple contracts to implement an Emergency Preparedness Training Program at the Port. (Resolution No. 14-50)

ACTION: Commissioner Brandon moved approval; Commissioner Woo Ho seconded the motion. All of the Commissioners were in favor. Resolution Nos. 14-48, 49 and 50 were adopted.

8. PLANNING AND DEVELOPMENT

- A. Informational presentation on the Seventeen-Year Review of the Waterfront Land Use Plan, 1997-2014

Diane Oshima, Port's Planning and Development Division – Brad Benson and I will be making this presentation on the overview on the Waterfront Land Use Plan. We wanted to thank everyone and welcome the members of the public who have come.

This has been quite an undertaking on the part of the Port. We have only just released the report. It became live late last night on the Port's Website. We appreciate that there's a lot of information that we will try and summarize for you today.

This is a draft report. We recognize the need for people to be able to review and absorb. We will be looking forward to taking comments through September and then be able to take stock of the comments and feedbacks we get back before we finalize the report. Thank you for your patience to everyone for the Website access. If you have any problems, let us know, but it should be available.

The project that we have tried to undertake is looking at the full 17 years that the Waterfront Plan has been in place. We were required to look at a five-year time window. We extended it to look at the full array of things that have happened on the waterfront to provide education for the public. There are 123 different projects that have been profiled in the report. While that's a lot, that's not every project that's happened. We think that it is reflective of the breadth of activities that have taken place.

It all started after the city's monumental effort to tear down the Embarcadero Freeway and to replace it with the Embarcadero transportation improvements. Both projects were separate but coordinated in time.

We thought we could start out with just some images to give you a flavor for what the waterfront looked like back then in 1997 versus what we enjoy today.

Starting from Fisherman's Wharf, this is one of our more recent accomplishments. But clearly, at Pier 43 promenade, what we enjoy today and what was available for Americas Cup was once a dilapidated parking lot that blocked people's views and enjoyment of Alcatraz Island. I have seen the successes of having people flock to the northern edge of the waterfront.

Then continuing down, here's Pier 15/17, the eastern face of that pier, which was the Parker Cotton Warehouse at the time. It was an operating warehouse, industrial in nature versus now the families and children that flock to the waterfront and enjoy not just the Interactive Science Museum, but all of the public access and the views back to the city.

Pier 1, we are all familiar with the Port's headquarters buildings today and the transformation of that sugar warehouse shed, which prior to the construction was a very important parking resource for the waterfront. I'm glad to say that it is a very functional change that has also benefited the public for as much as those Bayside conference rooms get used for very public meetings.

Pier 1½, I don't know that the public understands how decrepit that facility was. It had been condemned and basically left for dead, at least from the Port Engineer's perspective, until we put it together in the Piers 1½, 3, 5 project opportunity that was improved by San Francisco Waterfront Partners.

Moving down, Brannan Street Wharf is another new improvement that we're all able to enjoy now in the South Beach area. There were two piers there, Piers 34 and 36. Both had been either condemned or on their way there. The removal of those piers was part of an arrangement that the Port Commission and the BCDC Commission set up to be able to focus major public improvements for public open space and fill removal in exchange for being able to do the variety of land uses that we now see in our developments today.

Moving south into the southern waterfront, the Heron's Head Park and the various layers of improvements that have taken shape down there for taking a spit of land that was just dead fill, making improvements so that it made it publicly accessible and then available for a natural habitat area, creating the environmental education programs that Commissioner Brandon was very essentially involved in with the Bayview community, and then bringing it forward to the Eco Center development, the off-the-grid facility that furthers the community programming, and then more recently the next park improvement that was put in place last year for the entrance to the Heron's Head Park, it shows how the collaborations between the Port, the city, and the community have been able to bring forth a really valuable resource in the area.

The Waterfront Land Use Plan itself provides the overview for the projects Port wide as well as the individual sites that many people have been focusing on the projects recently. It was required as a result of a ballot initiative that was passed in 1990, Proposition H, where the piers were required to be included in a Waterfront Land Use Plan.

The Port Commission at the time included all of the Port's properties in the plan. They didn't think it made sense to look at only the piers. Per Proposition H, the plan identifies acceptable uses for every Port facility on a long-term basis as well as setting leasing guidelines for the interim uses that take place in Port facilities.

There was a Waterfront Plan Advisory Board that was set up by Mayor Agnos and the Board of Supervisors and the Port commissioners at the time. They worked to recommend the waterfront plan, which the Port Commission embraced and adopted with the addition of a waterfront design and access element.

The importance of that element was to set the stage for a comprehensive waterfront open space system, some urban design and architectural guidelines to guide what the form and the look of development along the waterfront should take, and historic preservation principles to save and treasure the historic resources that we had along the waterfront.

Pier 70 and the Embarcadero piers were recognized then. It's been a great pleasure to be able to look at what we've been able to do on rehabilitating many of those resources. The waterfront plan also set out guidelines in anticipating public/private partnerships as an important vehicle for being able to improve these piers because it was clearer then than it is now that there was a lot of deferred maintenance. There were very few Port financing resources and that the thought was that public/private partnerships would bring the changes along. There was a process for setting out how you work with the community before you have the development projects and then, once you have a development partner, moving forward.

Since then, in this report, we have counted over \$1.6 billion worth of private and public investment in the improvement projects that we'll summarize here. There are Port leasing and other many maintenance and engineering projects that we haven't been able to profile here that are in addition to that.

In terms of the policy framework from the waterfront plan, the vision that was set forth by the Waterfront Plan Advisory Board was to reunite San Francisco with its waterfront. The foundation points for that were the goals that you see on this slide, to promote and embrace San Francisco's diverse maritime working waterfront, to revitalize the Port for public enjoyment, to broaden the array of uses and activities that should be offered along the waterfront to subscribe to the urbanity of San Francisco, to expand public access and transportation access along the waterfront as part of its improvement, to design and come up with new projects that are mindful of the history but also bring about new opportunities for design and creativity.

Urban design and the setting were related a lot with tying into how it relates to the rest of the city. There was a lot of coordination from the Planning Department from its outset.

Finally, economic access, trying to make sure that we still, in the improvement of the waterfront make sure that there is still places for blue collar, for families, for children, for high- and low-income people to have a place to enjoy along the waterfront.

The waterfront plan organizes the 7.5 miles into five geographic subareas. Fisherman's Wharf is the northernmost. In our report, we have identified specific projects and also summarized at a high level what has been happening in each one of these subareas.

Clearly, for Fisherman's Wharf, the big news for the Port was to be able to resurrect the commercial fishing industry, which was in a weakened mode at the time that the plan was improved. With the Hyde Street Fishing Harbor and Pier 45 fish processing facilities, it created and renewed the center of Fisherman's Wharf, which is what people want to see.

The Port's efforts since then have focused a lot on public realm. That's represented in the Pier 43 promenade as well as Jefferson Street and Taylor Street to welcome the visitors that come to the Wharf. That has spurred a lot of partnerships with the Fisherman's Wharf Community Benefit District and with our Port tenants to be able to make investments in their businesses so that the restaurants and the venues and activities interact well with the public realm.

We are now working with BCDC to identify further improvements for the Fisherman's Wharf area because there's still some work to do to change some regulations that will make it easier for our restaurant owners to do seismic upgrades and retrofits to their restaurants where they sit on pile-supported decks. That work has been underway through the BCDC Working Group planning process, which we have briefed you on previously.

In the northeast waterfront, we have quite a bit of improvement just per Director Moyer's announcement on the opening of James R. Herman Cruise Terminal, the cruise terminal plaza. Clearly, the Exploratorium has been a game changer for the northeast waterfront. It's hard to imagine the change if you weren't here then but Pier 27 was a newsprint terminal, cargo terminal, when the plan was adopted. We had a cotton warehouse at Pier 15/17. We had a foreign trade zone with semi-trucks crossing the Embarcadero in Piers 19 and 23.

What the public has been able to enjoy with the Americas Cup and with these permanent developments here with the opening of the cruise terminal is something that provides that bridge between the Ferry Building area and Fisherman's Wharf that has been a wonderful resource and has attracted so many more people to the waterfront.

There have been, however, difficulties with development in the northeast waterfront, which is chronicled in this report. We had an Embarcadero Hotel project that went through the long process, almost got to the finish line. But for lack of public consensus on the design, that project failed.

There was also a high-profile proposal for Piers 27-31 by the Mills Development Corporation that was a mixed-use recreation project but had too much retail. It didn't achieve the kind of public consensus needed to get through the public process. On that basis, we see that there is still some work to do with our relationship with the community. That will come forth in our recommendations for fostering those further conversations.

Within the Ferry Building area, this building reflects all of the accomplishments and the success of how the Ferry Building has now become, again, the civic heart of the Port and an iconic piece of San Francisco. None of us could've understood the ability for the ferry expansion, the Ferry Building, and EOP's success on creating and managing the Farmer's Market and the Ferry Building marketplace with the Pier 14 public access, the art installations that have gone up that have made this place a game changer for the waterfront.

We look to see more transportation improvements. We look to see more open space improvements. Our efforts with the BCDC planning process are taking a close focus on the Ferry Building plaza area behind the Ferry Building to see if we can actually make that a true civic plaza.

Clearly, we have spent a lot of time trying to work on the development on Seawall Lot 351 in the context of the 8 Washington project. Those efforts continue. San Francisco Waterfront Partners still has the contract for negotiations on that site.

There's pretty much been all done except for maybe the Agriculture Building. The Agriculture Building is the one historic resource that we still have on our list to improve. There will be some additional challenges with the restoration of that building because it also sits on a lower elevation than the Ferry Building itself. In terms of dealing with the king tides and the seawall, sea level rise and climate change conditions that add a further challenge to the Agriculture Building that will probably require us to seek more public funding resources.

South Beach China Basin is our largest subarea. It spans a large area largely because the Mission Bay planning that was in place at the time bridges both sides, north and south, of China Basin Channel. The improvements where Mission Bay has really come into its own are starting to create their own sub-identities, where open space and the ballpark, those have been the things that have changed the face and the public's relationship with this part of the waterfront.

AT&T awakened people to the fact that you could walk along the Embarcadero and have a good time and not worry about driving and look at alternative transportation. That has been helpful in our discussions and collaboration with SFMTA on transportation improvements.

I mentioned the improvements for Brannan Street Wharf, which also met fill removal objectives that we had with BCDC. Now, we are extending our open

space interests through the Blue Greenway south of China Basin Channel through the improvements that you've seen so far with the park that's now proposed as part of the Seawall Lot 337 development and the Mission Bay walkway, the Bayside Park walkway and shoreline improvement through the length of Mission Bay.

Clearly, there's a lot of time that's spent in this report talking about all of the predevelopment planning with the community to come up with a strategy for how to improve Seawall Lot 337 and Pier 48. They were remnant leftovers from a previous Mission Bay plan and didn't have a future. Through those community efforts that gave rise to the proposal that the Giants are now trying to advance.

In the southern waterfront, the southernmost fifth subarea of the waterfront, this still is the maritime industrial core of the Port in that that's where our cargo operations and our ship repair industries reside and are embraced in the waterfront land use plan.

That said, we're looking at what are the changes that are taking place upland in the eastern neighborhoods and Bayview Hunter's Point, and trying to create new opportunities that are consistent with advancing maritime industrial, but also provide new job opportunities, recreational and open space opportunities as well through advancing the Blue Greenway and the southern waterfront.

Through Heron's Head, through Islais Creek improvements, through Crane Cove Park projects that are now underway, we have quite a litany of open space opportunities that are planned. We have also been looking at where water recreational access can also be expanded because this is part of the waterfront that doesn't have a constructed seawall and offers new opportunities for that kind of recreation as well.

There has been a lot of work with the Southern Waterfront Advisory Committee, the Maritime Commerce Advisory Committee, to come up with a strategy for taking on more maritime improvements, including freight rail improvements with open space that balances access into the fold. We're getting ready to advance that for environmental review.

In the report, we go through all of the different categories and functions of the Port to give you a flavor for the breadth of improvements. One of the objectives of the Waterfront Land Use Plan was to make sure that we didn't forget about maritime. There was a concern at that time that it wasn't getting sufficient attention. It's wonderful to be able to report now that, in fact, the Port has really focused a lot of energy in that area.

The James R. Herman Cruise Terminal opening is the culmination of those efforts but there are advances through the fishing industry, through the expansion of ferries and water taxis and excursion boat business opportunities and Fisherman's Wharf and through the Alcatraz service that have grown during this time.

As we were just talking about Delta Audrey, we have a very healthy harbor services industry that still resides up and down the waterfront as well as the Port's maritime efforts to advance shipping down in the southern waterfront.

With respect to open space, there has been over 63 acres of new parks and open space that have been created along the waterfront in the last 17 years. That is in addition to public access that's created in development projects like at Pier 1 and Piers 1½, 3 and 5. These are kind of those pearls on a necklace for the open space system that is promoted in the waterfront plan that provide organizing places where new development is also encouraged to congregate so that the public will have a place to enjoy the views, enjoy the open space, as well as a variety of activities for entertainment and pleasure.

We have focused a lot of effort on water recreation access. The Pier 52 boat launch was our big move forward on that. It has enabled us to be able to open up some new resources for human-powered recreational access as well.

With respect to historic preservation and urban design, Brad will speak to the development projects. We are very proud of the creation of the Embarcadero and the Union Iron Works National Register Historic Districts. Those create a real foundation point that defines who the Port is, where it has come from, as well as where it's going forward.

That is coupled with a number of planning studies that we have done, either led by the Port or in collaboration with the Planning Department or BCDC to advance how we can improve the public realm. How can we improve way finding and signage to make it easier for people to traverse up and down the waterfront?

We have guidelines to try and provide care on how we improve and repair our historic resources that have been embraced by the State Historic Preservation Office.

We have many other planning projects as well. The Waterfront Land Use Plan is not the only game in town. The report chronicles 21 different planning efforts that focus on the full array of what happens at the waterfront, both from a maritime use standpoint. The Port has over 10 different maritime industries. Tracking what the needs of each of those industries are has been an ongoing effort by the Maritime Division.

With respect to the new evolution of our understanding of sea level rise and climate change and the need for planning for adaptation and the seismic strengthening of our Embarcadero seawall, all of those are studies that have been in place in the last few years that are informing a city and regional effort on what are options that the Port Commission should be considering in the next years for figuring out what makes sense and then how do we pay for it.

That's in addition to the major efforts that the Port has put in with the city family to plan for Seawall Lot 337 and the Pier 70 preferred master plan, which gave rise to the Orton projects and the Forest City proposal that we have before us today.

With respect to transportation, we know that transportation is sort of the Achilles' heel of any improvement along the waterfront. In fact, there has been a focus on how we can improve transportation services along the Embarcadero for over 10 years.

Supervisor Aaron Peskin at the time created an Embarcadero Transportation Task Force that brought together staff from the city, agencies dealing with transportation with community stakeholders, where we started those collaborative discussions about where those needs are and where we should be going that gave rise to lobbying to advance the E-line connection along the Embarcadero to be included in the priorities that the SFMTA are carrying out today.

Those discussions help to support the people plan planning efforts that SFMTA took up during the Americas Cup and then further the waterfront transportation assessment that the SFMTA is now carrying out today.

We realize that there's always still new opportunities for how we can improve transportation needs, respond to the concerns that people have today. It is important for the public to understand that there has been a tracking of this issue for many years.

A few weeks ago, we were here before you to brief you on the Embarcadero enhancement project and that's the latest initiative that we're working on with SFMTA to bring forth safer, better bike access along the Embarcadero.

Brad will give you an overview on the development projects and capital improvements.

Brad Benson, Director of Special Projects - This has been an amazing effort of Port staff to put together this report across all the Port's divisions. What a pleasure it's been for me to work with Diane and Byron and Monique and all the other Port staff. I've learned more in the past couple of months about the Port than in my prior 10 years.

The Waterfront Land Use Plan sets forth broad land use policies that Diane's described and uses for the entire waterfront, implementation guidance, and it's updated fairly infrequently, only when needed. By contrast, the Port's 10-year capital plan is updated annually. Port staff evaluates the cost and condition of Port facilities up and down the waterfront on an annual basis and bring a revised capital plan to the city's Capital Planning Committee and the Board of Supervisors every two years.

This document is aligned with the Waterfront Land Use Plan. It's intended to express those same values that are embodied in the Waterfront Land Use Plan and divvy up scarce financial resources to address the need that we see along the waterfront.

The last update of the plan this past year showed about \$1.6 billion in overall need. This includes a backlog of one-time improvements that are driven by code requirements, renewal obligations that we'll see occur over the next 10 years, and conditional seismic costs for bringing all Port facilities up to current seismic standards.

The capital plan includes a plan of finance as well to address both the backlog of need and enhancements, like new parks on the waterfront. We've developed a variety of funding sources, some of them quite new since the adoption of the waterfront plan. You'll see that the type is small on this slide. But of the plan of finance development projects, which are shown in green, represent about 43 percent of the projected funding to address needs along the waterfront.

Port tenants often have in their leases and obligation to maintain their facilities. They're the second largest source of funding at 21 percent, followed by the Port's annual capital budget. This is where revenues from leasing activities, maritime and real estate leasing activities, generate a certain amount of funding, around \$15 million a year to address the most urgent needs along the waterfront.

We use the capital plan not only to prioritize spending, but to inform the Port's legislative program. The capital plan informs asks that we make to our federal delegation and some of the legislation that we've pursued at the state level to enable the Port to form infrastructure financing districts to address infrastructure needs along the waterfront.

Moving to the development projects that have been completed, there have been six major projects that are either historic rehabilitation or development projects, totaling over \$400 million of investment since the waterfront plan was adopted.

These projects all followed the process set forth in the waterfront plan, where prior to bringing on a development partner, the Port would work with a local advisory group in one of its subareas to come up with a use program for the development, proposed use program. That would become part of a competitive solicitation to choose a development partner, either through a request for proposals or a request for qualifications.

When the Commission chooses a development partner through that competitive process, then we work with that development partner, again, through that public process, through the Advisory Committee process to go through the project entitlement stage, CEQA, getting approvals from BCDC and State Lands and others. It's been a partnership with those regulatory agencies. Both BCDC and State Lands staff spend a lot of time looking at our development projects,

helping us think through the uses that should go in those projects, the urban design and the public access.

We have a joint design review process with BCDC for projects that are within its jurisdiction. It's only with that collective set of eyes that these projects get completed. We've seen very high costs to development the Port's property, particularly the historic piers.

There's a high expectation for public benefits in these projects, which drive up the costs of the projects. The public/private partnership model that is the foundation of the waterfront plan that has provided access to capital that the Port definitely would not have had and also a great deal of creativity from the private sector that comes through the public/private partnership model. At the Port staff level, we've worked to add public financing to the equation to help address some of these high costs.

What the waterfront plan did not envision were unique opportunities that come along, such as Pac Bell AT&T Ballpark, the 34th Americas Cup, and the Exploratorium. These are the kinds of projects that present themselves that cities pursue if they become available. You can't hold the same kind of predevelopment planning process and competitive bidding process for opportunities like this.

The waterfront plan does not articulate a process. In each case, when these projects have presented themselves, Port staff and city staff have worked to develop a public process like that articulated in the Waterfront Land Use Plan. Sometimes, it's been wildly successful, such as AT&T Ballpark, which draws 4 million visitors a year.

The Exploratorium, which opened in 2013, is already drawing 1.2 million visitors. It's bringing a whole new population of kids down to the waterfront that meets that sort of diversity of people and activities goal in the waterfront plan.

The Americas Cup was a great success. The Port staff delivered some \$32 million of improvements to the waterfront. We saw 1 million visitors in 2012 and 2013. It helped us expedite the cruise terminal project, the Brannan Street Wharf project, and the Pier 43 promenade.

Other projects haven't been so successful. The Warriors project, which we've just been working on this past year, drew a lot of controversy. People wanted to talk about other locations not on Port property.

The America's Cup initially envisioned long-term development rights, which did not come to pass. There was a proposal for the International Museum of Women at Pier 26, which was a sole source authorization through the Board of Supervisors.

The report tries to take stock of the unique opportunities that did not go forward and draw lessons learned for the public to think about as well as the Port Commission. We've done the same with development projects that did not go forward.

The waterfront plan looked primarily to public/private partnerships as a way of improving the waterfront. But we've learned that the Port's a very diverse organization. It's got an Engineering Division, a Maintenance Division, Security Division, all of whom are implementing projects Port wide.

The Port's Engineering Division rebuilt two piers after major fires - Pier 48 and Pier 29. Both of those were about \$15 million projects. The Pier 29 project was rebuilt from original plans in under nine months and won an architectural award.

Other types of projects that the Engineering Division leads are roof replacement projects, apron repair projects, substructure, marginal wharf and seawall repair projects and typically using sources available to the Port through the Port's capital plan.

We've also seen our tenants make major investments in the waterfront that were maybe not envisioned at the time of the waterfront land use plan. Boudin built an over \$20 million facility in Fisherman's Wharf. We've seen two tenants, the Pilara Foundation and the Pier 24 Annex, where tenants have undertaken big substructure repairs to facilities on 10-year leases.

In the Port's southern waterfront, we've seen major investment as well. We've seen two concrete facilities built in the Piers 92/94 area that are really the heart of an eco-industrial park that is co-locating tenants that provide materials to one another in a way that minimizes truck trips in the area.

NorCal invested about \$30 million in Pier 96 to create Recycle Central, which is the home of blue bin recycling in the city. We've seen over \$300 million invested just through our real estate projects alone.

There's an increasing focus on sustainability and environmental improvement along the Port. Each of the Port's divisions has professional environmental staff who lead these projects. We've installed two shore power systems to reduce emissions from cruise ships and from our ship repair operations at Pier 70.

Over eight acres of fill have been removed from San Francisco Bay and projects managed by the Port's Engineering Division. The Planning and Development Group manages habitat enhancement and stewardship programs that involve thousands of hours of volunteers, Pier 94 and Heron's Head Park. We've worked to try and bring our under-pier utilities up to snuff.

The report in addition to surveying all of these projects and looking at the total amount invested pursuant to the waterfront plan makes some preliminary recommendations and findings. These are meant to be preliminary. We're

offering these in the spirit of accepting public comment over the next couple of months so that we can refine these recommendations. Appendix A to the report summarizes all of the recommendations. I'm going to go through a few of them very quickly.

In terms of public trust uses, we've seen in our historic rehab projects office, retail, and maritime use coupled with robust public access as a successful model for our projects.

We are continuing to pursue some exciting maritime opportunities for both Pier 80 and 96, car export at Pier 80 and iron ore export at Pier 96. We're hearing from the public and from the Commission a desire to promote broad economic access, to create more jobs, more contracting opportunities for all sectors of the city.

In terms of open space, this is an area where the Port has excelled with the generosity of San Francisco voters through two general obligation bonds through 2008 and 2012.

The waterfront plan thought that development would deliver public open space. That hasn't been the case. It's been this general obligation bond funding source and other funds available to the Port. We need to keep on pursuing that funding, and particularly to complete the Blue Greenway in the southern waterfront.

There's been broad support for historic rehab projects. People recognize that the piers represent an important urban fabric for the edge of the city. There are real challenges with the historic piers related to sea level rise. The structural conditions of some piers we're learning may preclude development of those piers.

In order to make these projects more financially viable, we need to pursue new sources, like the California Historic Tax Credit. Legislature is considering that bill right now and transferrable development rights in conjunction with the Planning Department.

In terms of waterfront development, I talked about the high cost of waterfront development. We think that there's some ways by expanding infrastructure financing districts Portwide that we can address those high costs. We also need to look at the length of time it takes to approve these projects.

In some cases, we're seeing planning processes lasting seven years. If we can arrive at a way of approving projects that requires less time and less expensive predevelopment capital, that could make our projects more feasible. We also need to talk with the Port Commission about how we evaluate these unique opportunities. Is there a policy framework that we can come up with that the public can embrace so that these unique opportunities can be fairly considered?

Diane talked about the importance of transportation improvements. Our neighborhood-scale projects at Seawall Lot 337 and Pier 70 can begin to address some of these transportation needs in their areas. But most Port projects cannot. We need to pursue federal funding, state funding, for things like the E-line and improvements to major streets in both the northern and the southern waterfront.

Finally, with respect to urban design, we've been having a big debate about waterfront heights. Port staff as in the past looked at heights as one element of project design. On the whole, there's been broad acceptance of the projects that have been built. Some neighborhoods have had problems with height, particularly in the northern waterfront. Other neighborhoods have welcomed height. The Watermark is an example in the South Beach neighborhood.

As we move forward in terms of looking at Prop B, we need to open a dialogue with the Planning Commission and the public about how to formulate height proposals that do need to go to the voters. What's that process look like in the future?

Moving away from height, we also need to continue a focus on public realm improvements, particularly on the west side of the Embarcadero. There's been a lot of attention recently to resiliency and adaptation planning. Our major neighborhood-scale projects at SWL 337 and Pier 70 do address sea level rise through 2100. The Port and its sister city agencies are undertaking planning efforts right now to look at seismic risk to the seawall and to address sea level rise in places like Mission Creek. Our recommendation today is that leasing historic piers for more than 35 years without a sea level rise strategy is no longer advisable.

This is the last of our recommendations. It goes to what we suggest for planning going forward. In order to balance state and local interests in the waterfront where there is planning going forward, we need to invite BCDC and State Lands to participate in the process, much in the way that we're seeing with the BCDC Port Working Group.

Our recommendation is that we do subarea planning in discrete areas of the waterfront rather than the whole waterfront, as was the case with the adoption of the waterfront land use plan. There's been a lot of effort in projects that are currently underway. Those projects need to continue while planning discussions occur.

Looking at discrete waterfront subareas, we have planning underway in both the Fisherman's Wharf area and the Ferry Building area with BCDC today, focused largely on public realm improvements.

South Beach and the northeast waterfront look to be the areas where there has been some recent controversy. There would be a benefit in some subarea

planning in those areas. We're eager to hear feedback from residents in those areas to see if there is a shared interest in that.

With Pier 70 and Seawall Lot 337, there's a need for voter approval before those projects can go forward to address the heights.

In the southern waterfront, we're planning a new CEQA effort under Commissioner Brandon's guidance to look at how to implement those maritime projects in that area and the other open space improvements.

We've learned that the Advisory Group process is not enough, that we can be planning and spending a lot of time talking in each subarea. We need to find a way to augment that process with citywide outreach so that we're getting the word out about the Port's projects.

I'll close and say that there is a lot that is still happening. We have projects underway in virtually every segment of the waterfront. I've talked a lot about Seawall Lot 337 and Pier 70 where we have new neighborhoods underway. We have new maritime opportunities at Pier 80 and 96. The Commission just launched a project to look at the Pier 29 bulkhead building. These are all great projects that should continue.

Diane Oshima - This is a draft report. We have tried to do our best to distill a lot of information into units that people could review and understand in pieces and give us feedback on that. We recognize that maybe we've missed things or we've mischaracterized them. It's important to be able to start those follow-up discussions with the community via this report.

We'll be taking public comments through September. Hopefully, we'll be able to get our arms around that and come up with proposed revisions to this report to bring back to the Port Commission in another public hearing to indicate what we've learned from that feedback and finalize this report. When we get to that point, then we will have a good resource document to support the next steps that we pursue in these various areas of the waterfront.

We do have the Website now fully live so the public can get to this document online. It's also my understanding that the online comment function is also activated so that we're hoping that, even if people can't come to any of our meetings, they can put their comments online. We have an alternate for sending in emails if you really want to do that.

As both Brad and I are trying to convey, these accomplishments and what we've learned along the waterfront are not just Port staff but a collaboration across the entire regional network, whether you're in government or in business or in the public.

The partnership that the Port has enjoyed is something that needs to be recognized and celebrated. We may not always agree but there has been a real

cross-fertilization of ideas and creativity. We've tried to get our arms around the breadth of those parties that have been included. In particular, we will hear from Larry Goldzband with BCDC shortly in terms of their take on all of this. It has been a great partnership and collaboration that has evolved between our agencies since then as it has been with other city departments.

We want to give a special shout out also to the Waterfront Plan Advisory Board. Many of those members are still involved in what we do along the waterfront today. Sue Bierman is one of our emeritus members who's no longer with us. But there's Jane Morrison. I saw Jay Wallace sitting back there somewhere. He was on the Advisory Board. Dennis Herrera, Paul Sedway, we have a number of stakeholders who are still investing their time on the waterfront.

Since then, all the Port advisory committees that have informed and meet six times a year to give us feedback, they're what we consider to be the heirs of that. We want to give a special thank you to all those members who put in so much time on our behalf.

Finally, our colleagues within the Port organization, it was pretty monstrous to try and get all of this project information together. These are projects that the people in every division of the Port have directly worked on. It's a hands-on agency here. It is an all hands kind of organization. It's a pleasure really to be able to not just figure out a vision and plan but to actually carry out and implement many of the improvements that we see today.

Where the people have feedback on how we can do things better, you should be talking to the staff at the Port. In particular, for the report itself, which was a huge undertaking, we wanted to give a special thank you to the staff people who were the design team for this whole report.

Damon Burgett just recently left the Port but he gave us a good template. Tani Elliott, Kaleen Juarez and Alberto Benejam were spending the wee hours putting this together. We wanted to give a special thank you to them.

Commissioner Katz – Thank you, Diane, for an incredible amount of work and effort that's gone into this. I know you and your team have been working on this since towards the end of last year and beginning of this year at least and probably would've started sooner had you not been sidetracked on a few minor things. Thank you for your extraordinary effort and, as always, just masterful in terms of your ability to bring people together and present information.

To recognize and acknowledge all the Port staff that were involved in this project, please stand up so we can thank you for your hard work.

For those of you that don't realize, you've seen the slides, but I thought I would hold up the size of the presentation that's been put together here. It really is filled with an incredible amount of material and information that we'll all be

spending quite some time dissecting and looking forward to further information. I want to thank all of you for putting this together.

Michael Daly - Thank you for this report I received this morning. I sent it to friends at the Port of Long Beach. They are amazed at the quality of their work, and they send their congratulations to you. My comment is actually a suggestion and I hope this is timely. I know this is a beginning but it's worked at other projects coming up in the city. Very soon, the City of San Francisco will be demolishing Candlestick Park, a structure built of very high quality reinforced concrete. This costly project has financial problems. It has environmental issues. I'd like to ask you to consider with us the possibility of changing a problem into a resource. I've gone to other projects like Hunter's Point and Treasure Island and suggested consideration of using harvested segments from that project for use in riprap, revetments, seawalls, and other things that we know we have to have, as you mentioned. Treasure Island has a very high demand for this but your projects also have. I'm asking that you consider this possibility. It has a great potential for public relations value as well as financial concerns.

Corinne Woods, Co-Chair of the Central Waterfront Advisory Group, longtime Port watcher - I want to say thank you. Thank you to Diane and the staff. I've just started reading it, and it's going to take me probably the whole time I'm back East on vacation to get through it, but with a lot of Post-It notes. This is a tremendous resource for all of us and it goes a long way to help offset some of the negativity of the Civil Grand Jury report which didn't really get a lot of the work that you all have done over the years to get where you are today. I'm looking forward to having this as a tool as we move forward.

Commissioner Katz - Thank you for all of your hard work, as it was referenced earlier, the community members that have contributed so much to the Port. Corinne, you are front, center, left, right, all over it. Thank you.

Jon Golinger - I'm here with No Wall on the Waterfront. I've been coming to this room, not as much lately. I've been out and about talking to people about the waterfront for a decade. The first project I was involved in as a concerned neighbor was the Mills Project, which was proposed for Piers 27/31. First, I wanted to certainly thank Diane Oshima for an incredible amount of hard work she's done. I want to speak to the Commission and the top staff because you set the policy. As the Mills Project showed, which Commissioner Brandon you were for, and 8 Washington project showed, which you were all for and the voters rejected by 67 percent, and Prop B showed because it took the height limit, rezoning and upzoning of height limit, a method that the Port has used, and showed that majority of people in every neighborhood in the city, not just by the water, but every neighborhood disagree with you.

My question is whether this document is a publicity tool or whether it's an opportunity, as I hope, to rethink your approach to our waterfront. Now, I recognize there are a myriad of other items not related to land use development and landscaping and/or public space shaping I will say, which many people in

this room work hard on every day that are not controversial in any way. I don't want to demean those one bit but you have an enormous responsibility on your plate. If you don't take this moment in light of those two votes and the other projects that have fallen apart and recognize that something is broken and you have a chance to fix it, we're going to stay in the same broken cycle that we've been. The project that was mentioned that took seven years I think was referring to the 8 Washington project. What wasn't referred to in the presentation was that project did not succeed because the design was not quite right, I think as it was said, or there was still some work to do, but because it didn't make sense to the people who love San Francisco and who live in San Francisco.

I will say that I've had the opportunity to speak to thousands of San Franciscans on the No Wall on the Waterfront crusade in the last year all over the city. The people who are most concerned with develop, develop, develop and who were most against 8 Washington are the people on the west side of San Francisco in the Sunset and in the south side in Excelsior who see this as a part of their city, even if they almost never get to see it.

You need to speak to them. That's my expression of concern and my hope and it is a genuine one. I don't enjoy spending countless hours fighting to defeat things. I prefer to fight to get great things done. In fact, we're standing in one of them.

I want to offer a couple of final comments. First, the one piece in all the thanking that occurred, and some of it was well deserved, but there's a group of people who deserve an enormous thank you for everything the waterfront plan has done. We wouldn't be here talking about it in this building the way it looks without the support of the voters of San Francisco. The voters of San Francisco approved Prop H, which required a waterfront plan, that the Board had never done. The voters approved the ballot measure to restore this very building as well as the Giants Ballpark and many other things. I think the people are with you if you reach out to them and engage them. They don't have to agree with everything you do.

I do want to strongly urge you, and I'm a member of the Northeast Waterfront Advisory Group as a volunteer, if the plan for this report is to spend six weeks, put it online, have this hearing, and that's it, that is not public review. That's not going to get input from people outside of the activists and the staff and the developers who you already know and who you'll certainly hear from. I would urge you to do a hearing in every supervisory district not over the next six weeks, but over the next six months. Please hold a hearing in every district, a hearing at the main library. Reconstitute the Waterfront Plan Advisory Board so you've got some real feedback, a feedback loop that's constant. I think what is incredibly good work that Diane and others have done and use it to get a plan that truly will move the Port forward and not keep us in the cycle that we've been. Thank you very much.

Commissioner Katz – Port Staff, specifically Brad and Diane, this is just incredible amount of work. I do want to say one quick thing about a wall on a waterfront. I hope the display showed that perhaps we do need a wall on the waterfront with sea level rise. That's probably something that will be contemplated as we go forward, so may not be quite in the usual sense of the meaning of a wall but we're going to need one as we go up 50 inches over time.

Commissioner Brandon - I would like to thank Diane and Brad for a very thorough report. That was really wonderful, and you did a great job summarizing such a large document. Although I appreciate being credited for work being done in the southern waterfront, I'm truly fortunate to have been able, over the last 17 years, to participate in 123-plus projects and \$1.6 billion in investments along the total waterfront. That's just an amazing thing that has happened. We have such a wonderful team, our staff, our Executive Director, our collaboration with BCDC, with the San Francisco Redevelopment Agency. It took an amazing team to accomplish all that has been accomplished in the last 17 years.

We have had major successes. We have had failures. As John stated, I am a supporter of 8 Washington. I was a supporter of the Mills Corporation. I was Chair when we chose the developer for the Ferry Building, for the renovation of Pier 1, and for the wonderful projects that we do have along the waterfront.

While we're not always right on everything, as you said, we're not always going to agree. But what we have accomplished over the last 17 years, I just want to applaud everybody in this room for being a part of it.

I can't even count the number of CAC meetings and Advisory Committee meetings for Pier 70, Seawall Lot 337. Corinne, I know she doesn't have a full-time job because she's so busy working for the Port and all of our efforts. I just feel so much pride in the legacy that has been developed over the last 20 years to make the waterfront what it is today.

We have done an amazing job of community outreach, of meeting with anyone who wants to understand anything about what's going on with the waterfront. I do believe that the voters have made a statement. I do believe that maybe there are some things that we can do differently. I don't want to take away from the amazing work that this team has done and created along the waterfront. Thank you.

Commissioner Woo Ho - I'm going to take a slightly different tact. I think it's amazing work that we've done so far. It's been great to understand what we have accomplished. I don't take away that. Brad and Diane have done a great job.

There are a couple things to look at in terms of trying to look forward. We've had some speakers address what we want to accomplish. First of all, I've learned on this Commission that every citizen believes they own the waterfront in San Francisco. That's a hard one for us as a Commission to meet everybody's needs

and desires. I have come to respect that. But we also at times have to make some decisions. We've made some decisions. You know where I stood on some of the controversial projects as well. But not having to go back and revisit that, and I think that there's a couple things. I'll start off with the vision, which, Diane, you did start off with, and staff has heard me talk about this.

In 1997, reuniting San Francisco with its waterfront was very appropriate theme. What I haven't found in this document yet is what the vision is going forward because we have reunited San Francisco with its waterfront. There's no question that that's happened. We haven't quite defined, on a visionary level, what it is that we see the waterfront going forward so that we can address those specific issues that people are raising project by project or just what our vision for that. Is it really keeping the waterfront a dynamic center of economic, educational, recreational activity? I don't know what the tagline is but I do think we have to address what that vision is that we put all these things that come along, whether it's open space or whether it's development projects.

This Waterfront Land Use Plan is a tremendous resource. It is a guide. It isn't going to address, and as you said, happenstance, as we have unique projects that help us define. Unfortunately, in the mind of the public, sometimes, these unique projects tend to create this vision of what the waterfront is all about.

While we should inventory everything that we have accomplished, what I don't see projected going forward, and we talk about some of the development and some of the ones we already know about, Pier 70, 337, etc. But in my mind, as I think about the waterfront, a lot has been accomplished, and a lot has been developed as far as the space, however it's been used, commercially, for open safe space, or for maritime.

The amount of space that we have left, and which I don't think you address in this study, is far less than what it was in 1997. It should be communicated in this plan to the public to understand because sometimes, you hear, "Oh, we're going to be Miami Beach. We're going to be something." That is not a possibility because we just don't have the space left.

The piers have historic preservation. They have constraints. Some of these constraints that we have are not really documented. It's not like this is open season on development on the waterfront. We could not develop buildings next to each other all along the 7.5 miles if we wanted to so that perspective is not clear.

I'd like to see more of a vision of what we think going forward because the vision of 1997 is no longer the same vision for 2014 or going forward to 2020. We need to keep looking forward and not just looking backwards.

We need to understand just what we have left so that it is not in the public's mind that everything we do is development because we can count up the

number of piers that we can still develop, and the amount of open space in the lots that we have left is limited. Somehow, that's not being communicated in this.

We all need to have a balanced, realistic view of what the waterfront can be, assuming that we didn't have any funding issues, which we have. We know that those funding issues take a long time in addition to the \$1.6 billion that Brad talks about, which is only maintaining the waterfront as is. That is not development.

We need to understand just how much we can really do going forward so that we have a balanced view in terms of what it is so that we can all understand what the waterfront can be. We need to boil that up into a vision that we can all agree or at least most of us can agree is what the vision of the waterfront should be going forward.

As you know, I'm always someone who likes to take the bigger landscape view versus trying to figure out the trees in the forest. We do have to deal with the trees in the forest and even sometimes the leaves on the branches. That's part of what the Commission does at times but this is an opportunity to define the landscape for the future and given some of the speakers just in our public comment to give people the sense of we will address this appropriately. I agree that perhaps the process for talking about this, given that the Commission just got this document today, I haven't had a chance to read it. I do think we need to take a little more time, both for the Commission as well as the public to digest this appropriately and come back with something.

I'd rather talk it through now and spend the time doing it than trying to fight every battle along the way with specific projects, which I don't think is helpful to any of us. We all know that we're trying to do the right thing for the citizens of San Francisco. It remains sort of the driver for all of us, whether it's staff, public, the Commission and I hope we achieve that.

We should spend a little more time and you should define what the process will be, which may be more than just commenting, besides the CACs, whether we do other hearings. It would be helpful to the process and that we can have a dialogue.

As I said, everybody in San Francisco loves the waterfront, thinks they own the waterfront but they also need to understand what is realistic, what can be balanced, what we need to do. We have a fiscal responsibility. I talk about the financial side all the time. We have a tremendous responsibility to figure out how we can maintain the waterfront as there is no separate pot to go to. We have to figure it out ourselves.

Commissioner Katz – As was noted, we didn't receive this report until today. I want to highlight one line, and that will start the nature of my remarks, which is essentially the first page of text, talking about all that's transpired beforehand.

"These experiences inform the Port's outlook on how to continue its public stewardship and improvement of the San Francisco waterfront."

That really summarizes what we hope to get out of this document, which is taking a look at what we have accomplished. Frankly, I'm thrilled that the waterfront is now so much in front and center in the public's mind because it means we've accomplished what was set out to happen in 1997, which is to enliven the waterfront, get people connected to it, and listening to this litany of 123-plus projects that have come on.

Some might refer to those as development, but it's everything from the Exploratorium, which one would probably fall in the typical sense of development, to all the incredible parks that we have in the open space, from Brannan Street Wharf, Heron's Head Park, etc. Those formulate how we continue to activate and keep the citizens of San Francisco connected to our waterfront.

One of the things we tend to forget is our waterfront is quite unique compared to most. Many other ports, they focus on shipping or they have no connection to the cities with which they're attached. We have everything here and have to figure out how to make all of it work together. That is the challenge but also it's what makes this so exciting as we move forward and are creative as times change.

To give you an idea of how quickly things have changed, when the first Waterfront Land Use Plan was adopted, most people didn't use cell phones and that wasn't really all that long ago.

A couple things have come to mind as we're talking. These are the things that we'll be working on as we go forward and, in particular, focusing on what are our next steps.

We have almost two months of time where we will be taking questions and comments and information from the public as we move to creating a final version of the document. This is meant to be a start for that to put something together so that we have all of this roadmap and can figure out where to go from there.

One of the things I want to focus on, as was highlighted, what lessons have we learned over the years as we've moved forward with our successes and our failures, what has been useful in terms of public input. How do we craft more of that and get it so that it's able to be maximized and we get the most impact and in terms of the extensive public participation that we are able to gather.

One of the best parts of San Francisco is we do have citizens who are sophisticated, engaged, and really care passionately about our city. That's something that I'm pleased that we do embrace. What I would want to see is how we get more people involved in our Advisory Commissions or whatever

other ways that we can turn to those that want to provide input on our processes.

We should emphasize what did and didn't work as we go forward and look at what's happened over the last few years. We do update this plan approximately every five years. So, not only are we looking at what's happened since we first implemented the plan, but what's changed in the last five years.

In the short time that I've been on the Commission, I am stunned at the number of things that have gone forward, the projects, from parks to museums to all sorts of creative things. I still think Pier 70 is one of the most exciting things to happen to the city. The kudos that are already coming in on how that process has been playing out is a testament to the lessons learned being played out and, as Commissioner Woo Ho pointed out, we really don't have that many areas where projects can go forward.

Luckily, we've seen a lot of other things come along. Those lessons learned were applied to one of our largest projects. People are feeling good about what's happening in that area.

I appreciate too that, as Brad pointed out, we do the capital planning annually and that plays into a lot of things. We've got such an obligation to take a look at how that has played out here. This is a chance to have that overlay in a very concrete way of our capital planning with the projects and our visions and how we development that vision going forward.

These are just some of my comments, not quite in any particular level. More than anything, it goes without saying that the incredible work that has been done and the focus on our waterfront and the beautiful place that it is, the number of people that come here, the millions we've had this past year is a testament to how well the initial waterfront plan and planning process has worked.

As you pointed out, it's beyond just the city family. It's working with other agencies, commissions and the community. Getting all of that input really has created one of the most beautiful waterfronts in the world. It's our mission and our jobs to help serve as stewards for that and making sure that we preserve it as we go forward.

As I mentioned earlier, one of the things that will impact all of our decisions is climate change and sea level rise because it's something that was not contemplated for most. I'm actually amazed at how few people are still contemplating it, although we, for over a year now, have included a report on sea level rise in every project that comes before the Port. The staff submits an analysis of the impact of sea level on all of that.

However, our next steps are taking a look at both how we get more people involved, to share their information. That's something that the Commissioners and Port staff will be working on, figuring out how to enhance that involvement.

In conclusion, Diane, if you could talk a little bit about those next steps, how we work on that and reiterate how people can weigh in and submit their comments.

I speak for my colleagues. If you have thoughts, questions, or concerns, come to us as well. We are very open. We'd love to hear from you. It's how we learn. I know our staff is incredibly receptive. You can certainly reach out to them but please don't hesitate to come speak to all of us and share not only your criticisms but also your kudos. It's important to hear, as I said, what's worked well because so much has.

I'd like to point out that this is a start as we move forward. It's a chance to see where we're going and what's left as you pointed out. There's not a lot of space left and how we are going to be planning on that and serve as stewards for the next generations to come.

Commissioner Woo Ho - From my point of view as well as the rest of the Commission, this is not a PR document. We need this to be a blueprint for how we go about business going forward and that has to come across. If we have not succeeded in the eyes of many readers in that regard, then we need to do more work in that regard.

We should get feedback from the public to make sure that this is not a PR document. This is not a, "Look at what we've just accomplished and how pleased we are." It is meant to be an ongoing guide to how we look about the development. I don't mean development from that standpoint, but in terms of how we envision the waterfront and how we use it going forward.

This is one of my pet peeves. I believe that you need to say something more about water transport and how we need to focus on that because we talk about onshore traffic congestion on Embarcadero and all the things that we're looking at, which you're working with other agencies and etc. We don't need to go through the details. Water transport needs to be emphasized as a way to improve the congestion that we see. It's not just within the city but coming through San Francisco north-south. We have better solutions for east-west but north-south, we still have lots of problems. That's why I was late today.

Commissioner Katz - In sum, I do think that all the work that so many of you in this room and so many that I assume are watching and have been involved in all of this, it really shows. Our waterfront is extraordinary. I can't emphasize enough how impressed I am with all that's gone on before and how exciting it will be to figure out where we go forward and utilize all the brain power that we have here in San Francisco.

One of the things that has been accomplished particularly is that the city does love our waterfront. It does belong to all of the citizens of San Francisco. It is everyone's waterfront in some way, whether they bike, boat, walk, shop, eat, whatever it is, as well as all those traditional maritime uses, the museums, etc. There is really something for all of San Francisco.

I guess it's a little bit of a blessing and a curse, to have something for everybody. We are looking forward to working with everyone as we do go forward. This is really a start.

Diane, please maybe state one more time how people can share their thoughts, comments, weigh in, and participate as we move forward.

Diane Oshima - There are a number of avenues obviously. In terms of this particular report, we've got it set up on the Port's Website, sfport.com/wlupreview, Waterfront Land Use Plan review. There's a page dedicated to where you can download whatever section of the report that you're interested in. If it's not activated now, it should be shortly that you can make your comments online on one or more chapters.

Tani Elliott with our staff is going to be receiving email comments. Then we will be going to our Port Advisory Committees and touching in on those. There are multiple resources and opportunities where we agendize discussions about this report. Obviously, you can always just come to the Port or email me directly if there are questions or issues that we can fold in with everything else.

Commissioner Katz - The Advisory Committee meetings are also open to the public.

Diane Oshima - All of the advisory meetings are open to the public and they're noticed. They're also posted on the Port's Website under Port Advisory Committees.

Commissioner Katz - As I mentioned earlier, we are also doing outreach to the different neighborhoods. As a reminder, our second meeting in September is not going to be held here at the Ferry Building. It will be held out in the community, at the southeast campus. We'll be holding another meeting some other point this year on the west side. That is one of the things that the Port is seeking to do. I want to acknowledge Commissioner Adams for spearheading that effort to make sure that we get out into the communities. That's part of our effort to do so.

Again, we have all of our Citizens' Advisory Committees. If you don't want to write in and you want to just hear what's going on, please feel free to attend all of those as well. There are number of opportunities when we seek participation.

Thank you, everybody, for all of your hard work on this. It was really exciting to have something to work forward from.

- B. Informational presentation by the San Francisco Bay Conservation and Development Commission regarding interagency coordination with the Port of San Francisco for waterfront planning and urban design.

Commissioner Katz – I want to welcome Larry Goldzband, the Executive Director of BCDC, who we're very pleased to have join us today. Welcome, we're thrilled to have you here.

Larry Goldzband, BCDC Executive Director - First of all, congratulations to Port staff for the previous presentation and for the document which I saw for the first time as well this morning and decided not to download because I figured I would probably kill a couple trees doing so and instead will simply peruse it and then download it and edit it.

In furtherance of the remarks of each of the three of you, there is a tremendous amount to celebrate. 1997 wasn't very long ago. Indeed, the waterfront plan hasn't even reached voting age. When you consider the progress that's been made since 1997, it makes you want to step back and look around, both figuratively and literally, and just sort of catch your breath.

When I walked over here, I walked through the plaza in front of the Ferry Building between the Embarcadero and the Embarcadero Center and so on. I always look down and notice where those two square symbols are on the left-hand side, which demonstrate where the pillars were of the old freeway.

I didn't live here in the 1980s. I visited regularly. I remember never going that side of the freeway. Now, we come here regularly. We live in the East Bay. Whether we're destined for Golden Gate Park or we're destined for Ocean Beach, we always seem to end up on the Embarcadero at some point.

Our almost 11-year-old son looks around and thinks this is the way it's always been, no matter how many times you can tell him. If that's not a sign of tremendous accomplishment, I really don't know what is.

I will keep my remarks pretty short, given the time but I do want to remind folks of BCDC's history for just a second. As of next year, BCDC will be 50 years old. we were created because the Bay was shrinking and because so many different individual jurisdictions were essentially trashing the Bay. This marvelous group of three faculty wives from Berkeley got together, founded Save the Bay, beat back David Rockefeller, beat back the City of Berkeley and BCDC was born.

We always talk with our commissioners of the two great tasks that they have before them. The first is to remember that BCDC's role is to minimize fill in the Bay. There are special rules about how you do that. It doesn't mean you don't have fill in the Bay. You minimize fill in the Bay and to remember that the Bay is neither a convenient nor a useful place to put something which otherwise can be put on land because it's a state-protected resource.

The second thing that our commissioners always remember is that, if you're going to fill the Bay, then you're going to need to make sure that you provide maximum feasible public access to the Bay simultaneously.

When you walk along the Embarcadero and see Brannan Street Wharf or you walk to the Ferry Building, it's just a tremendous vision and a tremendous reality about how those two things can actually provide a great economic engine for a local community and that's what we've seen in San Francisco.

Let me now comment on what has just been said in light of what we do at BCDC. We've always talked at BCDC during the past couple of years since I've been Executive Director and I should note that, when I was a BCDC Commissioner, I happily voted for not only the Ferry Building permit but also what was then Pac Bell Park's permit.

We talk about the three levels of cooperation. I say this because the agenda talks about how we coordinate. Well, coordination is the lowest level of cooperation as far as I'm concerned. The next up is collaboration. The final one and the most difficult one and the one that takes the most resources is partnership.

We have a partnership with the Port of San Francisco. We are darn proud of it because it's done pretty well. Whenever I look at Lindy Lowe on our staff, I look behind her and figure that Diane Oshima is coming up right behind her and will be attached at the hip.

When we were dealing with the Warriors project, Brad and Byron were over at our offices so much we almost offered them cubicles. That's just the way that the place works and is the way the place should work.

To ensure that partnership continues to work and to ensure that both conservation and development can occur because both must continue to occur, what we need to do is manage for the long term. I was grateful to hear your remarks especially about long term because that's what we need to look at.

We need to continue to develop and implement a shared vision of that waterfront with even more partners than just you and we. The Corps of Engineers, the Water Board, everybody's got a role to play and State Lands certainly. We have to remember that it's been less than a quarter century since that freeway was up there. We just need to always keep in mind that context.

Given that, there are three issues that confront us, we need to make sure that they don't paralyze us. The first, of course, is rising sea level. How do we work together to develop visions for the future? How do we assess the issues? How do we make sure that the right folks are involved? Just as important, I hear that from the public here, how do we communicate about that?

It's hard to talk about rising sea level without freaking everybody out who's paying attention because the first thing they think of is 55 inches of rising sea level by 2100 possibly. Nobody here can even really judge where 55 inches is. So, how do we even understand what it means?

We need to develop a shared vocabulary, not only with you all in the City of San Francisco, but around the Bay, to understand and teach people what rising sea level means. Most importantly, we need to demonstrate an ability to really believe and really follow through with San Francisco's own ability to achieve greatness within the dual constraints of adapting to climate change and the need to grow economically and affording to do both. That's a good thing. It really is because we have the responsibility to regulate and permit. For example, as you all deal with the seawall, we have to determine with you what needs to be done to continue to protect San Francisco, for heaven's sake.

We need to make sure that you all can develop properties as you go forth in Mission Bay and southward to attract economic growth, very important for the City of San Francisco, and to be able to house people. We need to make sure that San Francisco remains a world-class tourism destination. You can't do that unless you deal with rising sea level.

We're going to have to make sure that we can do that in a way that both gives people the reason to be concerned and reason to hope and reason to actually work well together so that our grandchildren and their grandchildren will live in a Bay Area that's prosperous. These are obligations that we share.

Second, activation of public spaces, maintaining public spaces is hard. Figuring out what appropriate use of public space is, is just as hard. But we have to face the fact that more and more people are coming to San Francisco to visit and we like that. More and more people want to live here and we like that as well.

As San Francisco grows vertically, which is sort of how I see San Francisco, and I'm not expert in it, the Bay's ability to provide that kind of recreation and relief from that urban environment is incredibly important. In and of itself, we don't really plan public access simply to create a vista for ghosts. We create vistas and we create parks for people who need to have the ability to get out of their apartments, condos, flats, or wherever no matter where they are in the city and head to the Bay and get reenergized. But those spaces need to be managed and maintained. Funding sources need to be found to ensure that those spaces continue to be safe and clean and persist in the future.

Finally, third, there is an incredible amount of need, and thankfully we all want to do this, to continue the waterfront planning process that takes into account the wide variety of opinion that we find in San Francisco. We need to support the Working Group process that has been working for a long time. We need to listen and understand what it needs.

That Working Group, which has been terribly productive and has incredibly willing participants who've rolled up their sleeves in a very messy way, depend upon us to follow through with them on our commitment to them, which is to understand what they're doing, analyze what they're doing, and come up with our best way of implementing that kind of vision. That group is diverse. We all want to make sure that the waterfront accommodates that diversity of use.

Let me sum up by saying that I'm new to BCDC as an Executive Director. It'll be two years in about a week or so. One of the first things that I learned was that we have, over the past 17 years and even before that, had a tremendously thoughtful and tremendously productive partnership with the Port of San Francisco and that's incredibly necessary.

Now, what we need to do is exploit it. We need to think far in the future. We need to think about not only the next 5 to 10 years but the next 25 to 30. We need to make the waterfront even better for San Francisco because the more we make it better for San Francisco, the more it'll be better for the region and the more it'll be better for the rest of the world. That's what I think what San Francisco and the Bay Area wants.

Before I go, in my dealings with Brad, Byron and Diane, dealing is the wrong word but it's the appropriate word because we do deal with each other. We like each other. We work with each other. We do a good job with each other. You ought to be congratulated for the staff that you hire because they're darn good and we really appreciate that.

Commissioner Katz - Thank you for saying that. I often say the Port staff is absolutely the best in the city. I've started to stop because I'm afraid they'll get poached, but I truly believe that we have extraordinary staff. You've singled out just a few but they're supported by other extraordinary people as well. But we really have the best and the brightest in the city.

Commissioner Brandon - Thank you very much. That was a great presentation. You've hit the nail on the head. Sea level rise is definitely a concern that we all have to be aware of and have to find out how to deal with successfully. Thank you to you and your staff for such a great partnership. Diane has been working with BCDC ever since I've been here. I actually thought she worked for BCDC in the beginning. She and Brad and everyone have just done such a phenomenal job. I'm so glad that we have such a great partnership. I also agree that we do need to look at the next 10, 15, 25 years because the Waterfront Land Use Plan has made the waterfront what it is today and I know it can only get better. I want to thank you and your staff for working with us to continue to make this a better place.

Larry Goldzband - Thank you for allowing us to.

Commissioner Woo Ho - Thank you for coming today. It's great to hear you in public, to hear about how the partnership is working with our staff. We also believe that we have great staff. It's important to be on record that we are working well together. I obviously agree with Commissioner Brandon's comments about sea level rise.

Because BCDC is the agency that can coordinate across all the different agencies, we don't own the waterfront for the whole Bay Area obviously. We only own 7.5 miles and the federal government owns parts of San Francisco. My

question is whether there is at least some common understanding of what the measure should be, is it 55 inches, 53 inches, or 40 inches? BCDC can set the standard for everybody to say, "Let's just agree that we need to work on this together and work together," because we can't just address our 7.5 miles and everybody else addresses it differently. BCDC is the unifying thread and that's really important. I'm glad to hear that, hopefully, that's what you're doing. I hope that you can affirm that that's what you're doing with sea level rise.

I'm glad to hear you confirm what you think your purpose is in terms of some of the other things because we all can get wrapped up in every details or whatever it is on the permits that we go through. Sometimes, we lose sight of what it is that we're really trying to accomplish for the projects. I'm glad to hear that you have a more strategic vision of how we can work together and for the benefit of all the stakeholders that come to you and to us to move forward on whatever it is that they have to do.

Do you agree among all the regions, at least in the Bay Area or in the immediate area, that there is some understanding and agreement on how to proceed with this sea level rise issue?

Larry Goldzband - Let me answer it in two ways. The first way is that, just to make sure that we get the context right, there are nine counties and 41 cities that actually touch the Bay. There are over 100 special districts. I don't really know the number but I know it's well over 100.

Even more daunting than that, the State Coastal Conservancy has a sea grant fellow who spent the year cataloging the number of public agencies that have jurisdiction over any piece of the shoreline that touches the Bay and it's over 150. That includes things as big as the East Bay Regional Park District and as small as a school district.

We have a daunting task ahead of us. The way we're going to end up doing or creating a regional shoreline strategy which includes everybody from San Francisco south, around, and so on for the 500 miles that we have, is to look through the flood control lens because, ultimately, what we're going to end up facing as a region in the near term and medium term is not really sea level rise. There may be six inches by 2030. It may be 12 inches by 2050 but what we really have to be concerned about in the near and medium term is what I call the trifecta, which is sea level rise combined with a big tide and a big storm. If you want to bet big, you put the earthquake in there at the same time because that's what happened to Hawaii last week. You remember, they had a 5.0 or a 5.1 the day before the hurricane hit.

What we're doing with our partners at the Joint Policy Committee, essentially a bag in the Coastal Conservancy, is working on an integrated 18-month to 24-month plan. It's fully integrated now, or at least it will be within the next month, to actually get a real map, both visually figuratively and literally, of flood control capacity and management because that's the hook that we're going to use to

actually understand how the water moves, where the water's going to move, and how it's going to affect everybody on the ground.

As you well know because you and I have discussed this, it's not just the water coming up. It's the water coming down off the hills in a big storm, which then backs everything up into the creeks and so on, whether it's Mission Creek south of here or Colma or across the Bay.

That's the hook we're going to have to get the regional strategy. That's why it's really important that we work regionally because what you all need in San Francisco is fundamentally different than what Santa Clara's going to need or what Oakland's going to need or what Napa has already done. We need to recognize those differences and take advantage of them.

Commissioner Woo Ho - Thank you.

Commissioner Katz - I also want to thank you for coming and for your insightful comments and acknowledgment of the relationship between the Port and BCDC. As you look around the Bay, and all the work that BCDC has done in preserving this jewel that we have, I know we're proud of San Francisco but it is a whole region-wide gem. I know that's due in large part to stewardship of BCDC. Thank you for that.

I do echo your comments that it is a partnership. We've worked closely on so many things. I've often seen things that can be improved with having the different perspectives and expertise brought to bear as we move forward. As discussed earlier the waterfront belongs to all of San Francisco and all of us here, unlike a lot of our other projects, the Port and BCDC really do focus on ensuring access for the public.

It's not just the typical put something in, but we have an added responsibility, as you said, activation of public spaces. That means access for people to the water, to enjoy it, to have other opportunities to participate along here. It's not just your typical kind of buildings or whatever that comes along. But there really is something special about the waterfront. All of us do our best to make sure that is something that everybody can enjoy and that's what we try to do as we move forward. I love the way you phrased it of just the activation of public spaces. It's perfect.

In terms of rising sea level, and I think you're right, it happens, if we get a king tide and a few other things. We've already seen some of those effects in rather dramatic photos that are out there.

We have been working on highlighting the importance of that issue. On September 9, 2014 we have a special presentation at a time certain of 4:00 p.m. from experts on sea level rise, John Englander and your predecessor Will Travis. They'll both be speaking on that specific issue and broadly but also

specifically as it pertains to the Port. I want point out that we are on the same page, once again.

Larry Goldzband - For which we appreciate.

Commissioner Katz - Please feel free to invite your Board members also.

Larry Goldzband - We shall do so.

Commissioner Katz - We want this to be an opportunity for everyone that's affected by sea level rise to see what's really being presented.

Again, I want to thank you for being here, for listening to the presentation on the Waterfront Land Use Plan review. We look forward to getting your comments, thoughts, and insights on that as well. Thank you very much for being here.

Larry Goldzband - Thank you for having me.

C. Informational presentation on Water Taxi Landing Opportunities in San Francisco.

Jamie Hurley, Planning and Development staff - We're going to switch gears a little bit. I'm going to talk about water taxi, something that's relatively new to us all here in San Francisco. I want to start with this title slide to point out these great pictures that Gerry took. The one on the left, if you haven't seen it is the boat belonging to San Francisco Water Taxi and you can see it in action there. The other one on the right, docked at Pier 1½ belongs to our second operator, Tideline Marine Group.

I will talk about the purpose of this work in this presentation, a little bit of background, again, about the current operators and their operations, tell you about some research efforts that we've been doing to inform ourselves about water taxi in other places, and to get some ideas for us here in San Francisco. Then I'm going to go into what we see as the market opportunities and challenges with water taxi and then hone in on where we see the network expansion potential over the next several years.

Obviously, we have water taxi now. As I mentioned, it's relatively new. We would like to develop a vision for the long term where we see it and how we can expand that use. We want to identify the near-term, mid-term, and long-term expansion opportunities.

The Port's Maritime Division issued a Request for Qualifications in 2012. Through that process, ultimately, two companies were selected and awarded licenses to use Port property and operate their water taxi services. The first one is Tideline Marine Group.

They have two vessels. One can accommodate six passengers. Another larger vessel can accommodate up to 39 passengers. They provide an on-call, on-demand service, which is similar to an auto taxi or a limo service or Uber. They primarily operate out of Pier 1½ . They go to the North Bay and East Bay primarily. Their fares are based on time and distance.

The other company is San Francisco Water Taxi. They have one vessel now. It can carry up to 18 passengers. They have a couple more that are going to be added to their fleet, also 18-passenger vessels. They offer a different type of service. Theirs is hop-on, hop-off with a fixed route and schedule, which is similar to a bus, for example. They land at a number of different waterfront attractions in San Francisco. They charge about \$10 per ride.

CHS Consulting Group, is a certified local business enterprise that's part of our as-needed pool of consultants. We asked them to assist us to look at some water taxi services in other locations around the world. They looked at six locations. I will highlight a couple of them that may be of particular relevance to San Francisco.

The first is Boston. The yellow or the orange squares are the locations of their landings or their docking facilities for the water taxi. They have two operators, both privately owned and both offer on-call, on-demand service. They serve largely tourist market and corporate functions.

They have 19 fixed landings located along Boston Harbor, including Logan International Airport as one of their destinations. The cost is \$10 one way, can be purchased onboard or online.

A couple of the key characteristics about Boston that our consultant found is that they offer very convenient transit connections to other transit modes. They're competitive in terms of both time and cost for services to the airport as compared to other land-based transit. They're a substitution for land-based transit along the waterfront. They also do a lot of collaboration with local hotels to advertise their services.

They also looked at Sydney, Australia, which is much different. They have over 20 different operators. They also are an on-call service, two main terminals and over 100 different landings over rather wide large service area. They also serve the tourist market, corporate functions, and charter services. Most of their vessels can accommodate 16 to 20 passengers and some can accommodate up to 28 passengers. Reservations can be made via phone or online. The fares vary based on time and distance. They can be rather expensive but that might just be Australia.

A couple of the key characteristics, just the sheer number of landings in Sydney gives both the operators and the passengers the ability to see and visit several different destinations. It's the nature of the on-call, on-demand service which

allows for a customized experience. They also do a lot of collaboration with visitor centers, corporations, to promote their services.

Although this one is actually quite different, I'd like to highlight the King County Water Taxi in Seattle. It's more akin to a ferry service. It's operated by King County Department of Transportation Marine Division. They operate on a fixed schedule and a fixed route.

They have three locations: Downtown Seattle, Vashon Island, and West Seattle. They really do look more like a ferry. They can accommodate up to 172 passengers. Despite the name, maybe they're not the best model for what we're talking about here.

A summary of some of the things that we found through these case studies: Each city is unique. We found a diversity of services, of pricing, of vessels. There's no single model but in terms of success factors, we saw a broad network of destinations and dock facilities spread out over fairly large geographic area is a key. Serving residents, commuters or employees, as well as visitors is important. Forming strategic partnerships with visitor-serving organizations, such as hotels or hotel councils, travel associations, local businesses, government agencies, and then of course, having competitive pricing as opposed to other modes of transit.

Another part of our research effort was a market survey. This was an intercept survey done by our consultants. The full results of those surveys are attached to the staff report but I would like to highlight a couple of things. 85 percent of the people surveyed were at least somewhat interested in using water taxi. Two-thirds of the people surveyed were very interested.

About 65 to 70 percent of the people surveyed, not surprisingly, in terms of where they would want to go via water taxi, identified AT&T Park, the Ferry Building, Fisherman's Wharf, etc., the major destinations along the waterfront and the northern waterfront in particular. The vast majority are willing to pay \$10 or less for such a trip.

Our consultant interviewed a number of stakeholders, including current water transit operators, SF Travel, WETA, some of our development partners, like the Giants, the Warriors when they were looking at Piers 30/32. Again, the results of the survey are attached to the staff report but I want to highlight a couple of things.

There's a strong level of interest and support from those stakeholders. Most importantly, everyone pretty much agreed that this was an add-on and not a competitor to ferry because, obviously, we have a quite robust ferry system already. Some of the stakeholders expressed a little bit of skepticism about the market opportunity in terms of it being something that has a lot of potential in terms of profits, which lead me into my next slide.

I wanted to talk about what we see as the real challenges and opportunities. As I mentioned, it's new. It's a new service to San Francisco, a new business. As such, the level of demand and the price elasticity of demand is largely untested. The current operators are doing that now. They are pioneering the market, proving the market, building the market. But it's a challenge. It's a new business.

Another challenge is competition from other transit modes. We have a rich array of transit options in San Francisco from Muni, pedicabs, ferry/excursion or excursion boats, traditional auto taxi, and even walking or biking, which of course, lot of people choose that option along the Embarcadero.

The seasonal nature of the business is a challenge. Demand is seasonal. Right now, we're in the high tourist season and the summer months. High season for us extends all the way through Fleet Week. Then weather conditions and so forth can affect the demand.

In terms of opportunities, the driving force is really the popularity of the Embarcadero Promenade itself and all of the many great visitor attractions on the Promenade or on the Embarcadero. Particularly in the central and southern waterfront, major development projects that we've talked about and heard about here today present another opportunity to grow this business.

Water taxi also is an alternative to what has been described and many of us have experienced an oversubscribed F line often suffers from congestion, and the roadway itself obviously suffers from congestion. This is a way to get away from that. Finally, it allows you to see the waterfront and see the city from a new perspective, to get out on the water and have a bit of fun seeing it from a new view.

As I mentioned some of the major attractions. You obviously know about all of these but I want to point them out: James R. Herman Cruise Terminal, the Exploratorium, Ferry Building, AT&T Park.

In addition to those existing attractions, we have underway a number of major development projects: Seawall Lot 337, the Giants project, the Mission Rock project, the Pier 70 project that both Forest City and Orton Development are doing, and beyond Port jurisdiction but still within the city, the Hunter's Point Shipyard and Candlestick Point project. Treasure Island just out there to the east. There's also the Golden State Warriors Arena, new arena now in Mission Bay. Those present tremendous opportunities.

And so, now, just to talk about what we have today in terms of water taxi landings, you can see four actually on this map. The first three are currently operational, Pier 1.5 as I mentioned here in the ferry building area that was built as part of the piers project by San Francisco Waterfront Partners, Pier 40 in the South Beach Marina area by AT&T Park, and then down in Fisherman's Wharf area, Hyde Street Harbor. So, those exist today.

A fourth one is planned as part of the Exploratorium. It's an obligation of the Exploratorium under the terms of their lease to construct a facility by the end of 2015. I've included that as an existing facility.

In terms of where we see opportunities to add to that existing network, which serves between AT&T Park and Fisherman's Wharf today. We see the opportunity south of there, south of China Basin. One facility that is existing and could be easily added, can accommodate water taxi is the Pier 52 boat launch in Mission Bay.

Another one that at least has the potential is in the Pier 70 area. I do have to correct one thing in the staff report. In the staff report, I indicated that the concept design for Crane Cove Park includes a small craft launch. Apparently, that's not the case. It has that potential, as do other sites located within Pier 70. It's something we can look at but those are potential near-term opportunities.

A little bit further on, an opportunity that would perhaps obviate the need for either of those two facilities that I just mentioned is at the new Golden State Warriors Arena at 16th Street, at the foot of 16th Street and Terry Francois Boulevard.

Port staff, along with Mayor's Office staff and the successor agency staff and WEDA, has been talking about the possibility of constructing a ferry terminal at this location that would serve the arena for events as well as the other uses that are included in their project. They have office and retail in that project, as well as serve the larger Mission Bay area and all its employees. Preliminarily through those early discussions, it seems that it is possible that you could construct a facility that would also accommodate water taxi.

For long-term opportunities, we're looking at India Basin, Hunter's Point Shipyard, Candlestick Point, Treasure Island, and as these projects build out, these are opportunities for water taxi. Other opportunities would be looking beyond Port jurisdiction, perhaps a water taxi landing at St. Francis Yacht Club, serving the Marina, Crissy Field and the Presidio.

That shows there's a fully built-out or at least potential fully built-out water taxi network in San Francisco. Obviously, not shown here are the landings that Tideline Marine, in particular, uses over in Sausalito or in the East Bay. This is just San Francisco obviously. Port staff is committed to working with our partners, working with the current operators, helping them grow, fostering the growth of water taxi as a viable transit mode.

In terms of next steps, we'd like to take this discussion to our various community advisory groups. All of them would have an interest and we'd be able to get their feedback.

Both the operators are here today. We'd like to invite them to formally address the Commission at an upcoming meeting and maybe a good time for that would

be at after Fleet Week and they've had the benefit of a full season, high season of operation. We would look to target towards the end of this year to do that.

We are already coordinating and will continue to coordinate with Municipal Transportation Agency staff to incorporate water taxis into the overall waterfront transportation framework and the waterfront transportation assessment effort that is being led by Peter Albert and others at SFMTA.

Dave Thomas, owner of San Francisco Water Taxi - Thank you for letting us win that contract. We've never had a quicker way to spend money, more creativity than after we got that. Our ridership goes up every month. We've been running steadily since March. We had some shakedown issues to get a new boat online. Right now, we currently have two different boats and two different boatyards. We don't want to promise anything but we hope late September at least one of them will be online. By November, the last one will be.

After a rocky start, Port staff has done an amazing job coming in and helping us tweak the traffic signs on the street, which has suddenly given us a little increase in customers coming off some of the harder locations, like Hyde Street. We now get a steady trickle of customers coming from there. We see steady growth.

I would like to announce that Pier 39 just called me today. We are now authorized to land there. We will start service within a couple weeks as soon as we can get the signs up because they want the signs to match the other Port signs.

We've also done test runs at Treasure Island. They've already asked us to come in. We're just debating when and how we want to do that. I would prefer to wait until next year to take on that responsibility.

Running a water taxi service is like working in a candy shop. People really like being on this ride. It's money well spent. We've adjusted our pricing programs. It's \$10 for the people who come. If they show us a valid San Francisco ID, it's \$5. High school kids are \$2. Preschoolers are \$1. Baby in arms are free or fish bait, whichever we decide.

This is just not a water taxi. I'm very proud of my people down there. We have professional captains. We are checked every step of the way on the Coast Guard. They will slow us down every step of the way we just have learned.

Last Friday on our run with the water taxi, we heard a call over the Coast Guard that a mentally handicapped individual was using his right as to the waterfront by jumping off a pier. Police were looking for him. The Coast Guard was scrambling to get some kind of rescue effort out. Our captain went over to the Ferry Building docks, found the victim struggling to stay alive hanging on tires underneath the dock. By radio we were able to coach the police how to go over and find him. They lowered a life sling, they did a terrible job and dropped the guy. My captain took our boat in there, risking our brand new paint job, and in five minutes

rescued the individual and took him to the dock the police asked him to. By the time the Coast Guard could scramble a boat, we had saved one of the citizens of San Francisco.

It's more than picking up our passengers. We're out there maintaining the marine traditions. We like being out there. We want to stay out there. We're going to continue to do the best job we can and we thank you for that.

Gardner Robinson, President of Tideline Marine Group - It's been a pleasure to see this report requested actually, as we read over it, and the expansion that it asked for with the water taxi landing opportunities.

Last year, we stood before you, and we asked for some amendments to be made to our landing rights agreement with the understanding that we would extend our relationship with the Port as well as attract investors. I'm pleased to say that after it was approved, the results did come through. Last month we have just signed on and closed a deal with a local private investment firm who's invested in us. The funds were used to eliminate our debt and give us a clean balance sheet as well as acquire a new revenue-producing asset. As a startup, we are focused on both lowering our costs and increasing our revenues so improved margins become profitable.

As I speak, my partner Captain Taylor Lewis is in San Diego right now. He's the CEO and Founder of the company. He's picking up our new vessel. She is a 56-foot Chesapeake, which is a lobster picnic-style boat. We purchased her three weeks ago in Maryland. She's been shipped around. She's COI for 46 passengers. Tideline will probably operate her at about 35 to 40 passengers, depending on seating configurations. She has twin 1,000-horsepower engines with a gullwing bow, which allows her to sail smoothly with little to no onboard spray through all types of seas, which is critical to our business going across the Bay with a water taxi.

As an overall understanding to our response to this report, as Tideline indicated in 2012, our mission is to provide a luxury on-demand water taxi experience, transporting guests between all corners of the Bay. Now, with the addition of this new vessel, our investor on board, and with greater passenger capacity, faster travel speed, and comfortable seating, Tideline has the ability to deliver on that brand promise, as we move people between Marin, East Bay, and San Francisco for a night out on the water and the waterfront, across the Bay, going to the Giants game possibly or eventually the Warriors games and possibly even the 49ers games.

It's an experience that we look to enhance for a comfortable efficient way to move across the Bay in a water taxi. In concert with the opportunities outlined in this report, we very much look to continue to improve and expand our relationship with the Port for the short- and long-term growth projections.

We further understand that the income we are providing to the Port will subsequently increase. Therefore, we trust that the Port will look closely into Tideline as we stretch our arms beyond the startup model and begin the work of creating a signature brand for the experience in the Bay Area.

I appreciate your time and consideration, and I look forward to working with you to further prove out the value of this report to the Bay Area, Port of San Francisco, and to Tideline.

Captain Shipway - Jerry was worried what I was going to say. I want to thank Commissioner Ho for her support of water transportation, the remarks that came up earlier during the day. I'm concerned that we're giving up on maritime work and job opportunities here in San Francisco but that's another story. I wanted to talk about the Tideline Water Taxi service that we provide. Our members are onboard those vessels. We have approximately three or five people working on those vessels for Captain Lewis at this particular juncture. Captain Lewis is actually one of our members.

There's a big difference between working at McDonald's and working on a union job. These are union jobs and provide a good living for these fellows as well as the benefits that go along with working in a union job.

We're hopeful and with the injection of new funds and so forth that this is going to go beyond the startup as far as water taxis are concerned. I know they've been working hard for the last two years. As a union, we've worked right alongside with those folks. It's a partnership. We're hoping we're going to move beyond the maritime twitter story.

One place where our employer could grow his business would be at Pier 38, which wasn't mentioned tonight. But we have a man at Pier 38 that's actually going to develop the ability to put a boat alongside his dock down there without cost to the Port. They're going to pay for it as the water development project goes forward.

That helps eliminate the problem that we've had that we're using Pier 40 at South Beach, which is a great location for the ballpark and down in that area but it's very congested. We have other people using that pier, and it's difficult for the water taxi to get in and get out of there.

Your staff report didn't mention that, but we do appreciate Pier 52 and Pier 70. The idea that we can go into Pier 16 is a great idea. We're all for expansion because that means more jobs and more real jobs on San Francisco Bay. I thank you very much for the opportunity to speak to you.

Commissioner Woo Ho - I appreciate today's report. It's something that we've wanted to hear, and great to hear that we are thinking about the long-term planning of where all the landings could be. We have on-demand, and we have

hop-on and hop-off and schedule service. It would be interesting to have a report back from the operators in terms of their experience.

We want to understand long term if we are just doing it for the tourists or how are we solving it for the residents because the congestion that we see in the Embarcadero is obviously created by tourists but a lot of it is by residential residents as well. How would they view water transport as being a real alternative to being in the car, coming into the city for commuting or whatever?.

That's going to take a much longer-term vision but we still have a lot to think through. It's great to have this down payment of understanding where we could put the landings, if it needs to be bigger vessels or smaller vessels. The ferries are obviously much larger in terms of what they do for the commuters right now. My concern has always been north-south, and so going further south down to Candlestick would be great and even beyond. As the developments happen with more residential neighborhoods and some of the piers that we're talking about, that would be very useful.

This is a great start. One of the things to think about is the F line being oversubscribed and how the landings correlate to the F line in total. How could you relieve the F line subscription, which is probably both tourists and residents, in a way and with signage because the other thing I was going to ask is how people are becoming aware of the fact that there's an alternative to go through water taxi.

If they were going to do it, then that would have to be more the hop-on, hop-off. But the special events, the evening on the Bay or going to a ballgame, obviously that calls for the on-demand service. We need to think through and work with the operators to come up with what is the short-term and longer-term strategy of not just developing the sites, but how can that really work to solve the issues that we're trying to solve?

Jamie Hurley - Absolutely.

Commissioner Woo Ho - Thank you. I don't know whether we could ever really figure out the airport, but I don't know whether that works or not.

Jamie Hurley - I did mention surveying Boston airport but my understanding is that Homeland Security restrictions and FAA restrictions make it impossible to go right to the airport. Maybe there could be a shuttle or something that picks up in Redwood City or somewhere closer to the airport.

To your earlier comments, I mentioned Port staff working with SFMTA staff. We're scheduling a meeting with them in early September.

Commissioner Woo Ho - One last comment. The one your consultant didn't use I have found interesting at least, and I've mentioned a couple times and is the BatoBus in Paris on the Seine, even though it's a river, not a Bay or an ocean

but it seems to be very effective there. Some of us much prefer it than taking a taxi in Paris since they're not exactly of the most pleasant of attitude sometimes.

Commissioner Brandon - Thank you very much for a great report. I'm happy to hear that the current operators are having success. It's wonderful that we're looking at expanding this service because it's very much needed. The consultants did a great job. I look forward to working with the Commission and the staff in increasing quickly the new stops along the waterfront because this can be a great service.

Commissioner Katz - Likewise, thank you. This is a very interesting informative report. I too am excited about seeing the opportunities expanded. It's sort of the adage, "If you build it, they will come." This is truly one of those where, once people start becoming more aware of the opportunities, I actually have to confess I completely forgot that I should've hopped on a taxi one day when I had a meeting here and was late to a ballgame that I wanted to go to. So, I could've just hopped on the water taxi.

There are some other cities that have taxi stops. Is there a mechanism for on-demand service to go to other cities, or are we working with some of the other Ports, like Oakland? Is there any discussion on having taxi service to some of the other cities or ports?

Jamie Hurley - We've left that up to the operators to make those relationships and find those other landing locations. Tideline has established relationship at Jack London Square.

Gerry Roybal - Tideline has established relationships, landing rights at Jack London Square and Berkeley. Those are just two examples of their outreach.

Commissioner Katz – Is it hop-on, hop-off or on-demand service?

Gerry Roybal - This is the on-demand service. The hop-on, hop-off service, I don't think we've thought it out that far because, right now, we're still concentrating on the north-south and trying to find little points in between that make it a very flexible service, a fun family way of alternative transportation.

Commissioner Katz - I am amused at one of the studies that came out that people would rather pay more for the service they prefer when it costs a little bit more than when it costs less. Perhaps they figured that was the right spot in there, so they'd go for it.

One other thought occurred to me, and maybe this is opening a can of worms, but it seems, as we're hearing quite a bit about it and I won't use a particular company name, but the technology buses. Has there been any thought to working something and it seems to me that that would alleviate some of the stress on the streets, having technology boats or I won't use a specific company, but I can think of one.

Gerry Roybal - Tideline Marine actually reached out to a technology company that had a campus in Redwood City and ran some of those routes for a couple of months.

Gardner Robinson - We ran a pilot with that company for four months, and it was to shuttle their employees down. We started out as two-day per week and moved up to five-day per week and it was a good program. It's a more expensive program than their current buses are. So, it wasn't something that they thought was sustainable.

Friday evenings was the most popular one, when they would avoid the 280 traffic coming up and that was really the main push. But we were about the same time to the specific door-to-door for using the water taxi versus using a bus, so there wasn't a lot of savings on the time, but it was convenient.

Commissioner Katz - Great report and to the comment you made earlier, we would like to hear back from the operators perhaps after Fleet Week. It does make a lot of sense to do a presentation then.

9. ENGINEERING

- A. Informational presentation regarding Estimated Substructure Repair Costs for Piers 30-32 in its As-Is condition and impacts to such costs from alternative uses at Piers 30-32.

Commissioner Katz – Before we start this item, I'd like to take this opportunity to introduce and acknowledge two of our summer interns who have been working with the Maritime Division. I want to thank Matt Saxton and Mike Gibson. Matt has been working on cargo development initiatives at Pier 80 and 96 and has also been helping do some of the marketing and administrative work with the Free Trade Zone. Mike has been working with Fisherman's Wharf and the South Beach Marina. Both men are students at the California Maritime Academy. By all accounts, they have done an absolutely outstanding job with the Maritime Division staff. We're getting wonderful feedback. Thank you both very much for helping us this summer. Hopefully, you'll be back again next summer and in between, too, if we can get you. Thank you.

Eunejune Kim - At the Commission meeting of April 22, 2014, President Katz requested information regarding the maintenance costs for Piers 30/32. These finger piers and marginal wharf that make up Piers 30/32 were constructed in the early 1900s and connected into its current configuration in 1950.

Piers 30/32 serve as a valuable asset to the Port and the public and provide approximately 13 acres of multi-use space over the water between Brannan and Bryant Street. This space is used for parking, special events, backup cruise terminal, and layberthing for visiting ships.

Its current condition is characterized by significant corrosion damage throughout the substructure. Over time, the concrete has been saturated with salt water, leading to the corrosion of the reinforcing steel and subsequent concrete spalling. Staff estimates that the repair costs of the substructure would be approximately \$44 million.

Due to its state of deferred maintenance, failures may occur in the future. The exact timing or location is unpredictable. It is important to note that the nature of these failures would likely not be catastrophic, but would be identified by deflection and cracking of a concrete decking. The existing rebar would prevent any sudden collapse. If failures were to occur, the affected areas would be cordoned off, and the failed areas would be evaluated for repair.

The temporary uses are considered on a case-by-case basis and allowed for periods up to six months. These temporary uses allow staff the periodic opportunity to inspect and reevaluate conditions for each proposed use.

Commissioner Brandon - First of all, I'd like to say welcome and thank you for your report. If we were to spend \$44 million, we could just keep the current uses that we have now, like parking, special events, or if we spend \$44 million, is there anything we can do in addition to what we're doing now?

Eunejune Kim - The \$44 million price tag will repair Piers 30/32 into its original design and provide a design life of 50 years. In its existing condition, the design was for 50-year design life. We're fortunate that it's outlasted that long and we're around the 100-year mark. But at this point, we're just very fortunate that it serves practical use and at very little cost. To answer your question, that amount would provide for existing usages but for another period of 50 years.

Commissioner Brandon - If we don't invest \$44 million, what's the useful life of the piers?

Eunejune Kim - We estimate about 10 years. However, it's totally unpredictable. Like, the 50-year design life is over 100 years and still serves a practical purpose.

Commissioner Woo Ho - You're giving us more or less the technical aspect of what we should consider. We would need to hear from the rest of the staff in terms of, is this worth spending \$44 million or what should we do? If it's a major seismic upgrade, are we back to the same number that the arena was looking at because they were looking at something that was extremely heavy, etc.

Then the question is, what are the other uses besides the existing use that we could envision from the standpoint of Pier 30/32, which is not something I know that you're here to answer? The question would be for us to then understand, what are the other uses that we could possibly think and what would the cost be?

Monique Moyer - Yes, that question you've asked several times. This question was also asked by the Commission. Your forward calendar shows that we are still working on that answer. Obviously, this informs that answer so your point is well taken. Today is only to answer the question of Commissioner Katz's, which was, what does it take to keep it in its existing condition and keep the doors open? What our recommendation is as to what to do with it, we are still contemplating that.

Commissioner Woo Ho - We can at least know that while we debate this issue, which we don't know how long it will take us, even if we come to a conclusion, there will be still some time involved. At least you're saying maybe 10 years, which gives us enough time to work this out then.

Eunejune Kim - Correct.

Monique Moyer - Yes and the engineering staff has worked on a couple of different ideas. There's been ideas from the public on putting soccer fields there, putting parks there. With the public assembly use, it's still a pretty daunting number that would require a tremendous amount of public funds.

We're beginning the work, Commissioner, but we haven't a recommendation for something we think would be successful at this point in time but the numbers are staggering.

Commissioner Woo Ho - The good news that we're hearing is that we don't have to do something immediately.

Eunejune Kim - Correct.

Commissioner Katz - Thank you very much for the report and also welcome on your first presentation. Thank you for keeping it so mercifully short.

As you've articulated, status quo, just to maintain it, it will at some point, and at that point, it's sometime before the 10 years, if we just wanted to keep it as is and the limited uses that we've had, it would cost \$44 million, no seismic upgrades, but that's essentially the expenses we're looking at.

Eunejune Kim - The \$44 million price tag to restore it to its existing design, which would be another 50 years, probably more of usage. But currently, using it in its current condition, we would use it for temporary uses and light uses, like parking.

We continuously monitor and inspect the system as it goes along year after year. This may change, but if failures occur, they're expected to be smaller areas, which we would kind of cordon off.

Commissioner Katz – So it would be \$44 million to address deferred maintenance. The deferred maintenance is just to put it in the condition for which it was intended, is that right?

Eunejune Kim – Yes, correct, to its original state of good repair.

Commissioner Katz -So, in the intervening years, we're still incurring periodic maintenance costs that are not even getting it to the condition to which it was intended, just sort of limping along, is that correct?

Eunejune Kim - Correct.

Monique Moyer - In the best possible worlds, it would deteriorate in patches, and we would still have a big enough patch to work with. It probably isn't going to be that symmetrical but that's a very valuable berth for us. Our hope is to be able to still utilize that berth in some fashion.

Commissioner Katz – It's one of our few significant deep-water berths, right?

Monique Moyer – Exactly and among the many scenarios, we've looked at, what's the investment just to maintain the berth? It's still a pretty daunting number because of the size of the pier. Just picture in your mind for a moment that, if you turned it to a T so that you maintained the east face of the berth and some access way, let's say, down the middle, just to be simplistic, you still have a fair amount of cement piles that you would need to remove.

The cost of that alone, as we learned from Pier 36, is pretty incredible and that drives the beginning of even shrinking the pier to look at some sort of reuse. We have a number of scenarios we're thinking through. We haven't found one that seems compelling enough to start talking about but the minimal number we're looking at is \$44 million.

Commissioner Woo Ho - So, we're eliminating at least total destruction as an option.

Commissioner Katz - I don't think we're looking at any options at this point, right? We're just getting the numbers.

Commissioner Woo Ho - No, I'm just saying a potential discussion.

Monique Moyer - The full removal number is for the entirety of the pier.

Eunejune Kim - It's around \$45 million.

Monique Moyer - To fully remove the pier.

Joe Roger, Structural Engineer - My recollection is it costs \$45 a square foot times 600,000 square feet, which is approximately 30 million to demolish. It's a big number.

Monique Moyer - The demolition costs for Pier 36, if I recall, was approximately \$11 million. We were very fortunate to be able to get some seed money for that, a fair chunk of it, from the Army Corps of Engineers through the WERDA process. There are some options that we need to pursue. At the time that this pier was built, the Port was very proud that this was their first pier that had cement piles and protected the pier from fire. Unfortunately, the superstructures were timber, and they burnt very quickly in 1984. We still have the piles for better or worse. As Eunejune said, they're corroding from a high level of chloride, if I remember correctly.

Joe Roger - I did want to clarify one point. If we did ever come up with the funds to upgrade the pier to its original condition, the load rating would go up. Right now, we have most of the pier rated for 100 pounds a square foot. That load rating would go up to its original rating, which was 250 pounds a square foot. Also, we now rate the wheel load for 4,000 pounds a wheel load and that would go up to 8,000 pounds.

Monique Moyer - I've already been corrected. The removal cost for Pier 36 was \$7 million. Thank you Steven Reel, who's probably watching on TV somewhere.

Joe Roger - There are some benefits to actual usage to bring it back to its original condition.

Commissioner Katz - I wanted to make sure we had this number so, as we explore where we're going, we know what a baseline figure would be as we look at that.

Monique Moyer – We've had a lot of members of the public have come forward with ideas post the move by the Warriors to do this temporarily and you can make money. All of those ideas that have come forward so far have been public assembly for which they would like to do for a long period of time. As Eunejune reported, their discomfort with the ability of the pier to sustain itself uniformly for more than six months has not made those ideas very practical yet.

Commissioner Katz – It's something to work with, though.

Commissioner Woo Ho - Yes, I think, just so that we have the alternative, not to say that this is something that we would be advocating. But if it were to be used entirely as open space, and while we do have the issue of where would the money come from, at least we know what the cost would be. So, we just would realize if it was. Obviously, it's to understand it in context that it would cost \$44 million to maintain it, same set of scenario to have that in front of us.

Monique Moyer - I don't even want to say what we think that number is because it's so mind boggling but we're definitely looking at some of those different scenarios, recognizing that that's something that the public has asked for. Candidly, we don't have a park scenario, not that we couldn't. But if you consider that the two general obligation bonds that we've been awarded so far have been approximately \$34 million available for projects, it would take more than that.

Commissioner Woo Ho - I don't doubt you, but at least we now know the number. Then we can communicate as we look at the alternatives. The public could see that we viewed that.

Monique Moyer - Yes, very well said. Thank you.

10. NEW BUSINESS

Monique Moyer - Commissioners, there was a long list of requests related to the Waterfront Land Use Plan. If it's okay, I won't regurgitate all of those. But we did a good job of getting them down.

The other new business item I have is the invitation to the water taxi operators to come back post Fleet Week. The Piers 30/32 item we just talked about is on your forward calendar already.

Commissioner Katz - I'm not sure if I mentioned it formally at the last meeting or just alluded to it, but please see if we could explore the possibility of participating in the worldwide Fete de la Musique on solstice.

Monique Moyer - You did mention that at the last meeting.

11. PUBLIC COMMENT ON EXECUTIVE SESSION

12. EXECUTIVE SESSION

A. Vote on whether to hold closed session.

ACTION: Commissioner Brandon moved approval to convene in executive session; Commissioner Woo Ho seconded the motion. All of the Commissioners were in favor.

At 6:38 p.m., the Commission withdrew to executive session to discuss the following:

- (1) CONFERENCE WITH LEGAL COUNSEL AND REAL PROPERTY NEGOTIATOR – This is specifically authorized under California Government Code Section 54956.8. *This session is closed to any non-City/Port representative:
 - a. Property: Pier 38, located at Delancey Street and The Embarcadero

5785 4



